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Sida Amhara Rural Development Programme

Consolidated Performance Report of SARDP III

July 2004 to June 2010



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ABBREVIATIONS AND ACRONYMS

ACPA	Amhara Cooperatives Promotion Agency
ACSI	Amhara Credit and Savings Institution
ADLI	Agricultural Development Led Industrialization
AIDS	Acquired Immune Deficiency Syndrome
AMMA	Amhara Mass Media Agency
AMSTIEPA	Amhara Micro and Small Enterprises and Industry Promotion Agency
ANRM	Agriculture and Natural Resource Management
ANRS	Amhara National Regional State
ARARI	Amhara Regional Agricultural Research Institute
ARRA	Amhara Rural Roads Authority
BDS	Business Development Service
Birr	National currency of Ethiopia
BoARD	Bureau of Agriculture and Rural Development
BoEPLAU	Bureau of Environmental Protection and Land Administration and Use
BoFED	Bureau of Finance and Economic Development
BoMRE	Bureau of Mines and Rural Energy
BoTI	Bureau of Trade and Industry
BoWA	Bureau of Women's Affairs
BoWRD	Bureau of Water Resources Development
BoWUD	Bureau of Works and Urban Development
CDF	Community Development Fund
CESC	Community Empowerment Steering Committee
CSTC	Community Skills Training Centre
DA	Development Agent (government employed agricultural extension workers at kebele level)
ED	Economic Diversification
EDF	Enterprise Development Facility
EG	East Gojjam (zone)
EIA	Environmental Impact Assessment
FFS	Farmer Field School
FREG	Farmer Research and Extension Group
FSP	Food Security Programme
FTC	Farmer Training Centre
HAPCO	HIV/AIDS Prevention and Control Office
HH	Household
HIV	Human Immune Deficiency Virus
HIV / AIDS	Human Immune Deficiency Virus and Artificial Immune Deficiency Syndrome
HTP	Harmful Traditional Practices
IEC	Information, Education, Communication
IPM	Integrated Pest Management
ISSD	Infrastructure and Social Services Development
LFA	Logical Framework Approach
M&E	Monitoring & Evaluation
MSE	Micro and Small Enterprise
MSEIPA	Micro and Small Enterprise and Industry Promotion Agency
NGO	Non Governmental Organisation
NRM	Natural Resources Management
OFR	On-Farm Research
OVC	Orphans and Vulnerable Children
PCC	Programme Coordination Committee

PCU	Programme Coordination Unit
PLWHA	People Living With HIV / AIDS
PSNP	Productive Safety Net Programme
RPCC	Regional Programme Coordination Committee
SACU	Savings and Credit Union
SARDP	Sida Amhara Rural Development Programme
SEK	Swedish Kroner (national currency)
SW	South Wollo (zone)
ToT	Training of Trainers
TVET	Technical and Vocational Education and Training
VAW	Violence Against Women
VCT	Voluntary Counselling and Testing (for HIV / AIDS)
WDC	Woreda Development Committee
WPCC	Woreda Programme Coordination Committee
ZPCC	Zonal Programme Coordination Committee

SUMMARY

Introduction

The Sida-Amhara Rural Development Programme (SARDP) is a comprehensive rural development programme funded by the Amhara National Regional State (ANRS) of Ethiopia and the government of Sweden, and working in the East Gojjam and South Wollo zones in Amhara region of Ethiopia. The programme goal is to contribute to poverty reduction in the two Amhara regions by improving food security for the population of all woredas in East Gojjam and South Wollo zones.

The Programme supports a wide range of activities focusing on four main components: (i) agricultural production and natural resources management, (ii) economic diversification, (iii) infrastructure and social services development, and (iv) decentralisation which form the main components of the programme. The programme also supports the mainstreaming of gender equality, HIV / AIDS and environment in these four components as cross-cutting issues.

The Programme works through government at the region, zone and woreda levels and promotes decentralisation and participatory approaches involving local communities. The Programme is managed by a Programme Coordination Unit with technical assistance and advisory support from the Orgut-Scanagri Consortium consulting firm.

The Programmes has been carried out through three phases. Phase I ran from April 1997 to December 2001, phase II from January 2002 to June 2004 and phase III from July 2004 to June 2008 with an extension to June 2010. The programme expanded geographical coverage through the first two phases so that the third phase covered all woredas in the two supported zones.

This report covers all six years of phase III and aims to (i) provide an assessment of the overall performance of the SARDP phase III in terms of its achievement of outputs and purpose and use of resources, and (ii) document the main experience, achievements, constraints and lessons learned by the Programme over the years. The report reviews the main achievements of each of the four components in terms of their achievement of outputs and component purpose. The management and implementation experiences are then briefly reviewed before drawing conclusions on overall achievement of objectives and performance in implementation. Finally the key lessons learned and best practices identified are briefly presented.

The location of the Amhara Region and the two zones in which the Programme operates are shown in Figure 1. The key features of the three phases of SARDP are presented in Table 2. The logical framework diagram showing the programme goal, purposes and outputs under the main components is given in Figure 2.

Agriculture and Natural Resources Management component

Output 1: "*Improved land administration land use planning*": The programme was largely successful in achieving this output. A fully functioning and very successful **land administration system** was established and is successfully functioning. Around 91% of households were issued with certificates and a 'book of holding'. 26% of these holdings were entered into the Information System for Land Administration (ISLA) database, now operating in 28 woredas. Efforts were made to support **participatory land use planning** for better land use and watershed management, although much remains to be done in this area. Pilot studies were initiated in each woreda (one pilot kebele for each woreda) and around 37,800 people (35% female) were trained. All woredas finalized data collection and preparation of current land use, soil and landform maps but only a few managed to finalise the plan and start implementation.

The programme also supported the establishment of the **Land Administration Institute** at Bahr Dar University. A total of 379 **environmental clubs** with a total membership of 56,500 (19% female) were supported. This output has required great efforts in terms of training of woreda staff, particularly considering that there is a heavy turnover of staff. The number of plots measured and registered are close to 4,5 million, out of which 99% have been completed. The system developed now stands as an example to other regions in Ethiopia. In general, there is heavy land pressure and a shortage of land for young households.

Output 2: "*Increased crop production*": The programme has been largely successful in achieving this output. Crop diversity, productivity and production levels have all increased in overall terms. The programme used innovative on-farm research and farmer field school approaches to identify, develop and test new technologies, and then support introduction through extension. Major success was achieved from the identification and introduction of improved seeds, particularly for bread and pasta varieties of wheat. On-farm seed multiplication and linkage to the market also proved very successful with the Ethiopian Seed Enterprise extending the process with contract-based seed production. The introduction of new and improved fruit varieties and the wider availability of fruit tree planting stock from local nurseries also improved the diversity of agriculture and provided a useful source of income and improved nutrition. All in all, the Programme has been innovative in this area, enabling the scaling-up of many activities.

Output 3: "*Increased livestock production*": The programme was largely successful in achieving this output. The programme addressed all the main constraints facing livestock development and introduced, tested and promoted a number of useful technologies, many of which have been adopted. The availability of **forage and feed** was improved through the establishment of 105 forage nurseries which provided planting material to more than 127,500 farmers (38% female). New varieties were introduced and farmers trained and encouraged to expand their own fodder banks. **Improved breeds** of dairy and beef cattle were introduced, mostly through improved artificial insemination services. The program also supported the establishment of 12 **milk collecting and marketing centres**, with a total membership of 2,233 farmers (18% female). Improved **animal husbandry practices** were promoted and a **cattle fattening** programme introduced. Still, animal feed is critical at certain times of the year and existing grazing lands are being encroached, resulting in overgrazing. 51 **veterinary clinics** were upgraded to improve coverage of veterinary services for an estimated 47,000 farmers (36% female). **Improved poultry breeds** and technologies were also introduced with 7,000 day-old chicks benefitting around 4,660 farmers (76% female). Improved modern and "transitional" **beehives** were introduced and proved very successful.

Output 4: "*Improved management of natural resources*": The programme was only partly successful in achieving this output, mainly because the **integrated watershed management** did not cover as large an areas as anticipated. Integrated watershed management was initiated with one model integrated watershed area in each woreda. The operation was subsequently expanded to cover 104 sites. Still, scaling-up has not been easy, considering that land reclamation is labour intensive and that land tenure security in certain areas not are fully sorted out. The programme also supported **afforestation** generally through support for 142 government **forestry nurseries**, 942 community nurseries and 3, 3701 individual tree nurseries. There is a potential for privatization of tree nurseries. This has contributed positively to the increased forest cover recorded from 2004 to 2008 in East Gojjam (from around 5% to 8%) and South Wollo (from 4% to 7%). It has proved difficult to diversify tree species as farmers still prefer and concentrate on the planting of Eucalyptus, which is having a good market.

Output 5: "*Improved energy situation of rural households*": The programme was moderately successful in achieving this output. More than 40 **improved stove** producer groups

were established and supported with training, construction materials and marketing. Fuel savings of over 50%, improved safety and reduced health hazards (smoke) were reported. More than 2,651 farmers (mostly female) were trained and many of these went on to train others. There are currently more than 80,000 farmers in South Wollo and East Gojjam zones who have benefited from improved stoves.

Output 6: "***Improved research and extension services***": The programme was moderately successful in achieving this output. The programme has developed approaches and built experience for some innovative research and extension approaches. These include **on-farm research**, **farmer research and extension groups** and **farmer field schools**. The programme has also established or strengthened a total of 50 **farmer training centres** which have provided training and demonstrations to nearly 45,000 farmers (41% female). The number of Development Agents has increased to11% from 1,873 in 2006 to 3,210 by 2010. Many of these received some form of training through programme support. The programme produced different types of extension and training materials covering a range of topics. In general, there is a vast knowledge about agriculture in the form of manuals and guidelines, although this knowledge is not always used fully.

Output 7: "***Increased market-oriented production***": The programme was moderately successful in achieving this output. **Market orientation** was integrated into many interventions, training and extension support, and further supported under the "Economic Diversification" component. Specific marketing initiatives included the establishment of 12 **milk collecting and marketing centres**, **honey producer cooperatives**, and improved **seed market** opportunities, as mentioned above. The Programme elaborated on rural-urban linkages and undertook value chain analyses of certain products to better understand the market conditions.

Component purpose: "***Agricultural production and productivity increased, marketing of agricultural products and management of natural resources improved***": The various outputs of this component contribute directly to the achievement of the component purpose. Considering the relatively higher importance of crop and livestock production and land tenure security for the component purpose, it can be concluded that the programme was largely successful in achieving the component purpose. In fact, the activities and outputs of the component went further than the criteria in the Programme Document and addressed a wide range of issues relating to agricultural production systems, marketing and management of natural resources. Indeed, very many farmers have managed to increase their agricultural outputs and been able to substantially increase their income.

Infrastructure and Social Services Development component

Output 1: "***Increased road density***": The programme was completely successful in achieving this output. SARDP supported construction of 1,251 km of community roads and upgrading of 251 km of community roads to rural roads. The programme also supported the construction of 10 bridges and 171 fords and culverts. The overall road density was increased from 0.085 to 0.13 km/ km^2 (compared to the target of 0.12). Newly constructed roads were taken over by the Amhara Rural Roads Authority (ARRA) and road foremen and road caretakers (1,736) were trained. Many potential benefits from improved rural and rural-urban accessibility and mobility have been achieved, which is easily witnessed by studying a regional road density map. However, maintenance remains an issue.

Output 2: "***Wide coverage of water supply and sanitation***": The programme was completely successful in achieving this output. The programme supported the development of 560 springs and 620 hand-dug wells in the two program zones, and also supported the construction of water supply schemes for 12 rural towns. The coverage of potable water supply increased from 19% to 69% in East Gojjam, and from 40% to 72% in South Wollo. Water-user associations were

formed and trained (4,481 members) to take over and manage these water supply systems. Easy access to safe drinking water has been widely appreciated by rural communities and contributed to improved health conditions.

Output 3: "*Traditional and modern small-scale irrigation development schemes increased*": The programme was completely successful in achieving this output. SARDP III supported construction of 161 irrigation schemes, with a total irrigated area of 4,604 ha benefiting at least 18,000 people (17% female). This represents an increase of 186% in the 2,478 ha of irrigated land using modern irrigation systems at the start of the programme (compared to the target of a 100% increase). Still, maintenance remains a problem at the same time as it needs to be considered that this is a relatively new introduced technology with little tradition. More attention in the future should be given to downstream-upstream implications of all irrigation schemes.

Output 4: "*Formal and non-formal school facilities constructed and rehabilitated*": The programme was completely successful in achieving this output. A total of 241 schools were supported with construction or rehabilitation of whole schools or some buildings, representing a 34% increase on the 704 primary schools in operation in 2004 (compared to the target of 30%). Combination desks (26,842) and educational materials (5,251) were also provided and a total of 3,055 teachers, and kebele education committee members were trained. The gross enrolment rate was reported to have increased from 68% to 98%.

Output 5: "*Quality and service rendering capabilities of the health facilities improved in particular for family planning and HIV / AIDS control*": The programme was largely successful in achieving this output. A total of 267 **health posts** were constructed and 20 others were maintained. In addition, 7 new **health centres** were constructed, 30 health posts were upgraded into health centres and 5 additional blocks were built for 5 health centres. Furniture and equipment were also provided to some health posts and centres. The number of health posts was therefore increased by 63% and the number of health centres by 126% (compared to target of 30%). Appropriate **training** was provided for a total of 1,579 experts, development agents, health extension workers, farmers and people living with HIV/AIDS.

Contribution to cross-cutting issues: This component also contributed significantly to the cross cutting issues. The component supported HIV/AIDS mainstreaming directly and incorporated environmental impact concerns into all construction work. The efforts by the Programme had significant impact as these issues are time consuming to deal with, something that technical offices not always can find the time to do.

Component purpose: "*Infrastructure and social services improved*": The various outputs of this component contributed directly to the achievement of the component purpose and these were largely or completely achieved according to the targets set. It can be concluded therefore that the programme was more or less completely successful in achieving the component purpose. The infrastructure improvements provided through this component provide the physical foundation for different aspects of the other components. While the infrastructure has been successfully established and handed over, satisfactory operation and maintenance will undoubtedly be very important issues for the long term sustainability and success of the infrastructure component.

Economic Diversification component

Output 1: "*Demand-driven Business Development Services (BDS) established and existing ones strengthened*": The programme was moderately successful in achieving this output in terms of the improvement in business development services, given the very low levels of understanding of business development and BDS expertise in the programme-supported

zones at the start of the programme. Capacity for business development services (BDS) was improved through **training** of a total of 1,353 BDS providers (67% female) from the Micro and Small Enterprise office, the Cooperatives office and extension staff in all woredas, and providing **basic office equipment** for operation. A total of 14 **Community Skills Training Centre**s were established or strengthened through construction or rehabilitation of buildings and provision of equipment. A total of 12,751 (37% female) **unemployed people were trained** in various skills (wood work, metal work, weaving, construction, leather works, handicraft, etc) to help them start and run growth-oriented enterprises. Some of these received small grants in the form of tools to start up their chosen business. Some were able to access small loans. A survey found that around 60% felt their income from the business and supplementary sources was sufficient to cover household needs. It needs mentioning that the establishment of these private BDS-providers represents an entirely new group of service providers on the market.

Output 2: "*Enterprise Development Facility (EDF) established and operational*": The programme was largely successful in achieving this output. The programme succeeded in establishing an effective scheme for lending to individual or cooperative/association entrepreneurs, operated along commercial lines through existing local financial institutions. A total of over Birr 27 million was lent to around 2,100 individual (1960, 30% women) and cooperative (140, 55% women) clients. Manufacturing, agriculture, service and trade sectors accounted for 47%, 23%, 18% and 12%, respectively of the total loans disbursed. By the end of June, 2010, a total of Birr 10.3 million of loans had matured, and 97% of this had been repaid. The EDF has not only facilitated access to finance but also initiated private business development services, networking and organizational development. There is a desire from some businesses to have a higher loan ceiling. The EDF is regarded as one of the innovative and very successful interventions supported by SARDP, which now easily can be expanded.

Contribution to cross-cutting issues: The component supported gender equality directly by ensuring that training and EDF support were available for women and HIV / AIDS infected or affected people.

Component purpose: "*Income generating opportunities diversified and household incomes increased*". This is specified in the Programme Document as a 50% increase in household income for the targeted groups. Some surveys of beneficiaries were carried out but did not estimate household income. It seems likely from these surveys however, that most beneficiaries (60% BDS and 92% EDF) did have improved incomes but these were relatively small for the BDS beneficiaries and considerably higher for the EDF beneficiaries (so probably less than 50% on average). It seems likely therefore that the programme was only moderately successful in achieving the component purpose. Although the effect of this component is focused on a relatively small proportion of the overall population of the supported zones (compared to the agriculture and infrastructure components), it has laid an importnat foundation for, and has made good progress on, one of the major challenges facing the region. That most important challenge is economic diversification to reduce dependence on agriculture and broaden the economic base and prosperity of the region.

Decentralisation and Capacity Building component

Output 1: "*Management and financial capacity of the woreda and kebele administrations increased*": The programme was largely successful in achieving this output. The capacity of woreda administrations was improved markedly, and the capacity of the kebele administrations to a lesser extent, through the capacity building for, and the implementation of, the "**block grant**" system of funding to woredas for implementaticn of their annual workplans and budgets. More than 70% of the programme budget was transferred through block grants and the utilisation was above 90% for both zones in all years. The capacity of the kebele administrations was further improved through implementation of the "**Community**

Development Fund" scheme implemented by 135 kebeles. **Training** was also provided (12 long term courses and 3,530 short-term trainings). Support was also provided for construction of 19 office **buildings**, equipment and furniture, and a number of **motorcycles, vehicles and heavy machinery** for use by all woredas.

Output 2: "*Community empowerment promoted*": The programme was largely successful in achieving this output. The main focus for community empowerment was the "**Community Development Fund**" scheme whereby funds were provided specifically to kebeles for them to implement their own plans. Plans were prepared through a highly participatory and bottom-up process according to the real priorities of local communities. The CDF was implemented in a total of 135 kebeles in the two programme-supported zones (90% of target). These kebeles implemented a total of 436 projects at a total cost of around Birr 26 million (64% SARDP and 36% community). The Community Development Fund was overall, a hugely successful, innovative and ground breaking initiative which put communities much more in charge of their own development.

Output 3: "*Local justice and traditional conflict management systems strengthened*": The programme was only partly successful in achieving this output. The programme supported the **training** of 7,894 *Shimagiles* (social court elders) and other traditional conflict handling committee members. Support was also provided for **construction or rehabilitation** of 21 social court offices and provision of **furniture and materials**.

Output 4: "*Information and documentation system at woreda level established*": The programme was largely successful in achieving this output. The programme supported the establishment of "**Documentation Centres**" in all woredas. This included **construction** of four new centres and **rehabilitation** of woreda offices for the rest. Support included the provisions of the **furniture and equipment** needed, as well as **training** for 856 staff (12% are female). This has enabled woreda staff to have more easy access to legal and policy documents so that they can do their job better.

Contribution to cross-cutting issues: The component supported gender equality directly by emphasising gender equality in training and in the establishment of the CDF groups and processes.

Component purpose: "*Capacity of local communities and local administrations to plan and manage sustainable and equitable development at woreda and kebele levels increased*". This is specified in the Programme Document as having higher quality of plans and reports, greater than 80% utilisation of the budget, and effective management of completed projects by the community and community based organisations. Communities and local government administrations were able to make and implement plans satisfactorily. The utilisation of the block grant budget was consistently above 90%. The community contribution for the CDF was around 35%. Community ownership was greatly enhanced by the CDF. It can be concluded therefore that the programme was largely successful in achieving the component purpose. The Community Development Fund is regarded as one of the outstanding successes of SARDP, also appreciated by government as a tool for empowerment and decentralization but not yet used for the disbursement of government funds to the kebele level.

Gender equality and mainstreaming of HIV / AIDS

Gender equality, HIV / AIDS and environment were incorporated into the four main components in a general way as cross cutting issues. In addition, some specific programme support was provided for gender equality and mainstreaming HIV / AIDS. These were mainly:

- Improved gender knowledge and understanding was supported through **training** of 37,054 (55% female) people from government and communities.
- SARDP III supported **gender analysis** in 178 programme-supported kebeles to build understanding of gender relations in communities. This work also helped to understand the impact of the gender focus of some of the main activities supported under the programme components.
- **Gender networks** established with focal persons assigned in all programme woredas. The total membership reached 560 (36% female).
- **Women's forums** and **gender conversation forums** (total 405) were established in different woredas. to build understanding of gender issues and provide a platform for improving women's situation, building businesses, etc. Some of the forums have been grown into saving and credit cooperatives.
- The programme helped to build a system of **"Harmful Traditional Practices" (HTP) eradication committees** from sub-kebele to woreda level, with a **referral system** to woreda level and the courts to deal with difficult cases. HTP committees were organized in 743 kebeles with total membership of 9,326 (35% female). Two pilot **safety houses** were also constructed.
- SARDP provided support to strengthen **girls' and gender clubs in schools** with a total membership of 78,610 (94% female) in 1,143 primary schools.
- The programme supported the construction and furnishing of seven pilot **girls dormitories** in seven programme woredas to encourage the girls to stay at school. This also contributed towards improved academic performance of the girls.
- **Women's income earning capacity** was improved for a total of 5,591 women through training and for some, the initial capital to start their businesses.
- **HIV / AIDS "Community Conversation" forums** were established in almost all kebeles. Around 53,000 people (44% female) participated in the various events supported. A total of 21 Voluntary Counselling and Testing facilities (VCTs) were also established or strengthened.

Programme management and implementation

The SARDP **Programme Coordination Unit** (PCU) and sub-PCUs were established in an appropriate way and worked well to provide the facilitation and management required for the successful implementation of the programme. The PCU work well with the Programme Coordination Committees at regional and zonal levels.

The **technical backstopping support** from the Regional Bureaus and institutions was provided to a good standard and in a timely and effective manner.

The **technical assistance and advisory services** (Orgut / Scanagri Consortium) were provided to a good standard and in a timely and effective manner. The assignment and use of the technical specialists was appropriate and enabled the programme to cope with the high workload and deliver a higher quality of outputs in a coordinated manner.

The **budget utilisation** level achieved by the programme was high at 93% with a range from around 80 to 100% for the different components. The Infrastructure and Social services component used the largest amount of money (33%) followed by Agriculture and Natural Resources Management (23%), then Economic Diversification (13%) followed by Decentralisation (12%).

Conclusions and lessons learned

The programme was successful to varying degrees in achieving all the four programme or component purposes. The purpose of the Agriculture and Natural Resources Management component was largely achieved. The Infrastructure and Social Services Development component purpose was more or less completely achieved but there are likely to be challenges with operation and maintenance and sustainability. The Economic Diversification component was moderately well achieved; and the Decentralisation component purpose was largely achieved.

This relatively high level of achievement of the programme purposes would be expected to enable the programme also to achieve its overall goal. That is "*to contribute to the poverty reduction of the Amhara region by improving the food security conditions of the population in 30 Woredas of East Gojjam and South Wollo*". In order to see if this was in fact happening, the programme carried out an internal "impact assessment" of phase III in 2008 (Getachew et al, 2008). Impact relates very strongly to the overall programme goal. Impact is actually a slightly broader concept which is concerned with the achievement of lasting improvements in the lives of the beneficiary communities. This means improved food security and reduction in poverty. This impact study found that there had been a number of important improvements in the lives of the majority of people. These improvements were mainly in terms of food security, income, income diversity (more off / non farm income), land security, and access to different types of services. The impact study concluded also that the programme had contributed significantly to these improvements in peoples' lives. In other words, the programme had achieved some impact and will be successful, to a lesser or greater extent, in achieving its overall goal.

While SARDP III has achieved a great deal in terms of its objectives, and has taken steps to ensure local ownership and build capacity, sustainability is still a concern particularly for some of the infrastructure. Operation and maintenance of infrastructure needs some funding as well as knowledge skills and capacity. Until the economy really starts to grow, there will be a risk that maintenance is skipped in the face of more important needs of communities and government.

One of the main purposes of this document is to review the performance of the SARDP III. Performance is taken to mean the operation of the programme and the achievement of its outputs purpose and goal as planned. The foregoing discussion has shown that the programme has been successful to varying degrees in achieving all its outputs and component purposes, and appears to be successful in achieving its goal. The different aspects of the management and implementation of the programme (Coordination Committees, PCU, regional backstopping, Technical Assistance and advisory support, etc) were found to have been appropriate and effective.

It can be concluded therefore that the overall performance of the programme has been more than satisfactory and as a result SARDP has been able to acquire a good reputation.

In conclusion, it is worth highlighting again the **main areas of outstanding success** for the programme. These were:

- The Land Administration system.
- The "Enterprise Development Facility" system of micro-finance.
- The "Community Development Fund" scheme to provide funding directly for kebele and community use through participatory bottom-up planning and implementation. This also helped greatly to build capacity and empower communities.
- The establishment of increased and much need infrastructure and social services.

- The "block grant" system and associated capacity building to provide funds for woreda workplans based on participatory planning.
- Improved agricultural productivity, introducing new techniques and innovative approaches including small scale irrigation.
- New seed varieties and local seed multiplication, particularly for bread and pasta varieties of wheat.
- New and improved highland and lowland fruit promotion and availability of planting stock from local fruit tree nurseries.

A huge amount was learnt during the implementation of the SARDP. Much of this can be useful to improve the implementation of other projects and programmes and in the development of new projects and programmes. Some of the things learned can help improve our understanding of rural development, and in the development of more appropriate strategies and policies. The most important and generally useful lessons learned are as listed below.

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- Decentralisation to woredas, kebeles and communities is possible and works:
- Participation and ownership are crucial for commitment and sustainability:
- Operation and maintenance of infrastructure needs synergy from several factors:
- Land registration and certification works well and brings many benefits:
- Common lands urgently need sound management:
- Capacity building is a broad and continuous process:
- Out-sourcing can be a very effective way to get things done but needs proper management:
- Realistic budget ceilings can help focus planning:
- Piloting new initiatives can build the critical mass for expansion:
- The right balance between spread and focus is important:
- "Best practice" still needs some effort to spread:
- Sharing of experiences is very good for spreading ideas:
- A sound business plan and appropriate credit terms are key:
- Successful marketing needs a combination of factors:
- Skills-training should be matched to the trained, the market and resources for success:

Lessons learned

Elaborating on the summarized lesson learnt as listed above, the following can be found:

Decentralisation to woredas, kebeles and communities is possible and works:
One of the keys to successful development is to give groups of people the authority and access to some resources so that they can take charge of their own development. This will unlock the surprisingly high potential of their own ideas, energies and resources. The Community Development Fund was an outstanding success in giving the resources and power to local communities through providing funds for the use of the kebeles. The block grant system of funding woredas was equally successful in making good use of the woreda government administrations.

Participation and ownership are crucial for commitment and sustainability:

The strongly participatory and bottom-up way in which SARDP worked and supp... interventions built a strong sense of ownership in the different people and institutions involv... These included the woredas, the woreda office specialists, the kebele administrations, t... various user or interest groups and individual farmers. This greatly strengthened the... commitment and enthusiasm to really build their activity, plan or whatever they were doing. Th... not only helped to bring more energy and resources to the task but helped to build the chan... for sustainability.

Operation and maintenance of infrastructure needs synergy from several factors:
Construction or rehabilitation of infrastructure is only half the story. If the infrastructure is to ... of any lasting benefit it will need sound management for proper operation and maintenance ... (often called O&M). O&M is not easy and really need the coming together of several key factors ... for it to really work. The main ingredients for successful O&M are sound design and ... construction (so it works well with minimum problems), appropriate location of ownership ... strong user-groups or committees, strong leadership, appropriate knowledge and skills and ... sufficient resources, The SARDP did its best to address these issues but much responsibility ... now rests with the local communities and local government administrations which have taken ... over the infrastructure. It should be appreciated that this is not a simple task and help may be ... needed at times.

Land registration and certification works well and brings many benefits:
The implementation of the land administration system with land registration, adjudication ... certification and documentation has proved itself to be completely feasible and extremely ... beneficial. Land is the primary resource of the majority of rural people and agriculture cannot ... work properly until the access rights are properly sorted out and stabilised. Benefits in terms of ... improved investment in the land and productivity can appear in a matter of one or two seasons. ... The longer term benefits of improved well being from security of tenure will undoubtedly appear ... in time.

Common lands urgently need sound management:
While the land administration has taken care of the cultivated land, there is an urgent need to ... take care of the common lands under communal grazing and forestry. The productivity of this ... land is rapidly being lost while pressure on the land is increasing. The consequences are dire. ... While the methodologies need to be developed but this should probably be based on the ... kebeles and can draw on the knowledge and skills and experience of integrated participatory ... watershed planning.

Capacity building is a broad and continuous process:
Capacity building is not having just one training, or even two or more. Capacity building is a ... continuous process, involving every person and using many different approaches and methods. ... Basic training is of course important. But practical on-the-job training is probably more ... important. This includes the "learning by doing" which should complement any formal training. ... Good supervision and support while doing jobs can greatly help in building capacity. Each of ... use needs our own plan personal capacity development over the medium to longer term. We ... each need to take charge of this. In a sense, building capacity is concerned much with our own ... attitude to learning as well as the training we may receive from outside.

Out-sourcing can be a very effective way to get things done but needs proper management:
Out-sourcing provides a good way to get a high quality product in a cost-effective way. This ... could apply for such things as training, studies and different types of infrastructure. Out-... sourcing may be needed when we do not have the appropriate skills, tools or human resources ... to carry out a particular task if out-sourcing is managed carefully it can provide a cost-effective ... way to get the job done. Managing out-sourcing needs its own skills and people may need to be ...

trained for this. Skills include preparation of terms of reference and contracts, management of providers, monitoring and evaluation.

Realistic budget ceilings can help focus planning:
Participatory planning at community, kebele and even woreda levels in SARDP sometimes led to long lists of things people would like to happen; a bit like "shopping lists". This can raise expectations and cause problems when the budget allocated can only accommodate a small number of items. While it is good in planning to look at the big picture, it is better to have some idea of the likely budget ceiling in advance so that people can prioritise sensible and then focus on realistic planning of what they will actually do. This applies at community, kebele and woreda levels.

Piloting new initiatives can build the critical mass for expansion:
It is important with many interventions and particularly new initiatives to fine tune the approach and technology and build a "critical mass" of knowledgeable and committed people before trying to expand or scale up the intervention. Once the critical mass has been achieve things should be much easier. New initiatives can be tested and refined in pilots. Different types of participatory groups can be very useful for pilots and building a core of committed "ambassadors" to spread the ideas. The SARDP used different types of groups to good effect when developing agricultural approaches and technologies: e.g. the on-farm research groups, farmer research and extension groups and the famer field schools.

The right balance between spread and focus is important:
SARDP's readiness to support a variety of local initiatives combined with the unpredictable outputs of participatory planning led at time to a thin distribution of different types of activities in different areas. The result was a lack of coherence and dilution of impact. At the same time, too much focus will limit the spread and the number of communities and people who can benefit from the support. Getting the right balance is very important but is not simple or easy. The pilot approach followed by a well planned programme to scale up the proven and refined approaches and technologies provides one way to address this issue.

"Best practice" still needs some effort to spread:
"Best practice" refers to approaches, methods or procedures which are commonly needed for specific tasks which have proved themselves to be the best. Even best practice will not spread naturally. There is need to prove and fine tune the approach, technology or method fully and for different circumstance. The best practice should then be fully documented, preferably with a user-friendly manual or guideline, and a plan for dissemination or spread carefully prepared and implemented. "Best practices" are probably not really best practices until they have been widely adopted in different circumstances.

Sharing of experiences is very good for spreading ideas:
Sharing experiences gained through actual implementation in a hands-on way is one of the best ways to spread ideas and build commitment to try a new initiative. Sharing experience among equals / peers (e.g. farmer to farmer) was frequently used in the programme to spread understanding and build commitment. It is usually better if the sharing partners are relatively near to each other since it is easier to travel so more people can participate. Drawing on and sharing experience from outside can also be very productive as was the case with the development of the land administration / registration system. This can unblock the thinking and open the mind to new ideas.

A sound business plan and appropriate credit terms are key:
Experience from the implementation of the Enterprise Development Facility showed that new businesses really benefitted from a sound business plan and then obtaining credit with terms which are appropriate for the business plan. Having a sound business plan enables the lenders

to understand what the business will try to do. Lenders should be flexible enough o develop loan terms which suit the business and the borrower. The high repayment rates show that the very cautious approach to collateral is generally too rigid and should be relaxed.

Successful marketing needs a combination of factors:
Farmers are good at producing things but need access to a market for their produce if they want to improve income. For this to work, there is need for an understanding of the market or value chain, good information on prices, good understanding with fellow producers, good local organisation, roads, transport and connections to traders. Marketing is not as simple as some people seem to think. Things do not market themselves. The more of these factors a farmer has the more he or she is likely to be successful. Private sector people know more about these things than government officers. Farmers need to build their own understanding and business networks.

Skills-training should be matched to the trained, the market and resources for success:
Skills training (also called vocational training) should be matched to the trainee, the market and access to the necessary resources for success. This should be done before the training is provided. Training institutions should do market research and only fill real gaps in the market. After graduation, trainees should be linked to the market and source of material (or credit) to obtain the necessary materials for start-up. Training institutions should take some responsibility for this since they should know the market (in order to provide the course) and so be well placed. Some follow up of the trainees is essential.

1 INTRODUCTION

1.1 Background

Poverty reduction is the primary policy goal of the Amhara National Regional State. The immediate problem in many areas is food insecurity at the household level. A number of multi-lateral, bi-lateral and local organizations have joined hands to tackle this problem and a number of development programmes have been designed and implemented to meet this challenge.

The Sida-Amhara Rural Development Programme (SARDP) was a comprehensive area development programme focussed on food insecurity and poverty reduction in two zones in the Amhara National Regional State (ANRS) of Ethiopia. The Programme was financed through a bilateral agreement between the governments of Ethiopia and Sweden and ran through three phases from 1997 to 2010. The SARDP was among 20 donor financed programmes/projects (8 bilateral and 12 multi-lateral) operating in the regional state with the aim of contributing to the poverty reduction effort of the regional government.

SARDP III has worked in the East Gojjam and South Wollo zones of ANRS. The SARDP expanded through the phases to cover all the woredas (14 in East Gojjam and 16 in South Wollo) in the two zones by phase III. SARDP phase III ran initially from July 2004 to June 2008. This was followed by an extension to June 2010 to complete activities, consolidate achievements, further build capacity, learn lessons and improve sustainability with a gradual and smooth handing over process. Unlike the previous phases, SARDP III was focused on woredas with backstopping support from regional bureaus.

The SARD Programme as a whole ended with SARDP III in June 2010 and no further support for the programme was planned. This report is therefore the final consolidated performance report for phase III of the SARDP.

1.2 Purpose and scope of the report

The main objectives of this Consolidated Performance Report are

- to provide an assessment of the overall performance of the SARDP phase III in terms of its achievement of outputs and purpose and use of resources.
- to document the main experience, achievements, constraints and lessons learned by the Programme over the years.

The overall purposes of this are:

- To provide stakeholders with documentation about the achievements and performance of the programme and thereby support accountability to these stakeholders. This is particularly important for the government and donor as the major investors in the Programme, as well as communities and local government authorities who have supported the implementation of the Programme .
- To provide information on experience gained and lessons learned by the Programme which could be useful to support the development of policy, strategies and other programmes, and support those already implementing different programmes and projects.

This report focuses mainly on the achievement of the "outputs" and "purposes" of the Programme components. The outputs are the products or result of the activities implemented and are what the programme should deliver. The "purposes" of the programme components are

the effects which should be generated by the outputs some time after completion of implementation.

The report also includes important experiences and learning relating to the implementation of activities as well as details of expenditure and management issues.

The report covers the full six years implementation period of SARDP III. This includes the original phase III period from July 2004 to June 2008, and the two year phase out period from July 2009 to June 2010.

1.3 How the report was prepared

This report was prepared through a collaborative effort involving around 14 staff and experts working with the SARD Programme. This was coordinated by the Programme Coordination Unit.

A database was developed to store all the data on plans and implementation of activities over the whole 6 year period of phase III. This aimed to make data compilation for this report easier, as well as to make the data available for future reference.

An impact study carried out by the programme (Getachew et al, 2008) was very useful in providing information and understanding on the achievement of Programme purposes and impact.

The various collaborators who produced this document also compiled success stories and lessons learned through further consultation with colleagues.

Systematic collection of programme data proved to be a challenge at the different levels of the programme. Some data on beneficiaries and the budget contribution from the local communities were not available for some interventions.

1.4 Structure of this Report

This report continues with a brief description of the SARDP III (Chapter 2). This is followed by chapters covering the main components of the programme

- Agriculture and Natural resources management: Chapter 3.
- Economic diversification: Chapter 4.
- Infrastructure and social services: Chapter 5
- Decentralisation and capacity development: Chapter 6
- Gender equality and mainstreaming HIV / AIDS: Chapter 7.

These chapters cover the main outputs of each component and conclude with as assessment of the achievement of the component purpose.

This is followed by a chapter (Chapter 8) on "Programme Management and Implementation", including the use of backstopping from the Regional Bureaus and financial institutions.

The final chapter on "Conclusions and Lessons Learned" (Chapter 9) provides an overall assessment of the performance of SARDP III and then presents the main lessons learned during the implementation of SARDP III.

2 PROFILE OF THE SARDP III

2.1 Programme background

2.1.1 The programme area

The location of the Amhara Region and the two zones in which the Programme operates are shown in Figure 1. Key statistics for the two zones are given in Table 1.

Table 1: Key statistics for the Programme-supported zones

Details	East Gojjam zone	South Wollo zone
Area in km^2	14,700 km^2	19,150 km^2
Population in 2007	2,452,000	2,881,000
Population in % rural	89%	87%
2002 population per km^2	167 people / km^2	150 people / km^2
Average land holding, ha	1.3 ha.	0.9 ha.
Annual rainfall, mm	1 500	900 to 1100
Crop productivity, qt/ha	12	11
Share of teff in grain production	40%	36%
Share of wheat in %	12%	18%
Share of pulses in %	7%	19%
Number of Woredas	14	16

Source: BoFED 2006/2007 Annual Statistical Bulletin, March 2008.

Agriculture and agriculture-based economic activities dominate the livelihoods of people in the two programme-supported zones. Crop production is the main source of livelihood in both zones. There are important differences between the two zones with East Gojjam zone generally regarded as a food surplus zone while South Wollo is a food deficit zone, with much of the population living below the poverty line. This can be attributed in part to the more variable rainfall, smaller land holdings and more severe land degradation in South Wollo.

Livestock plays an important role in the farming system in both zones although average livestock ownership is less than the national average. Cattle are often kept in the field with open grazing system; in recent years, zero grazing system is being practiced in few areas of South Wollo. The preferred investment is in oxen followed by milk cows.

Over the years, impressive numbers of eucalyptus have been planted, mainly close to farmsteads while the indigenous tree cover has been removed to open up land for agriculture and grazing. Fuel wood is still the most common source of energy in rural areas and is in short supply in many areas.

Road density is generally low in the programme area (0.85 km/km^2) and access to rural areas and rural – urban linkages are constraints on development of livelihoods. Education, health, and clean water are important issues particularly for the rural population. Although improvements have been made, traditional practices and attitudes still discriminate against women, and gender equality is still an important issue.

2.1.2 Overview of the three phases of the SARDP

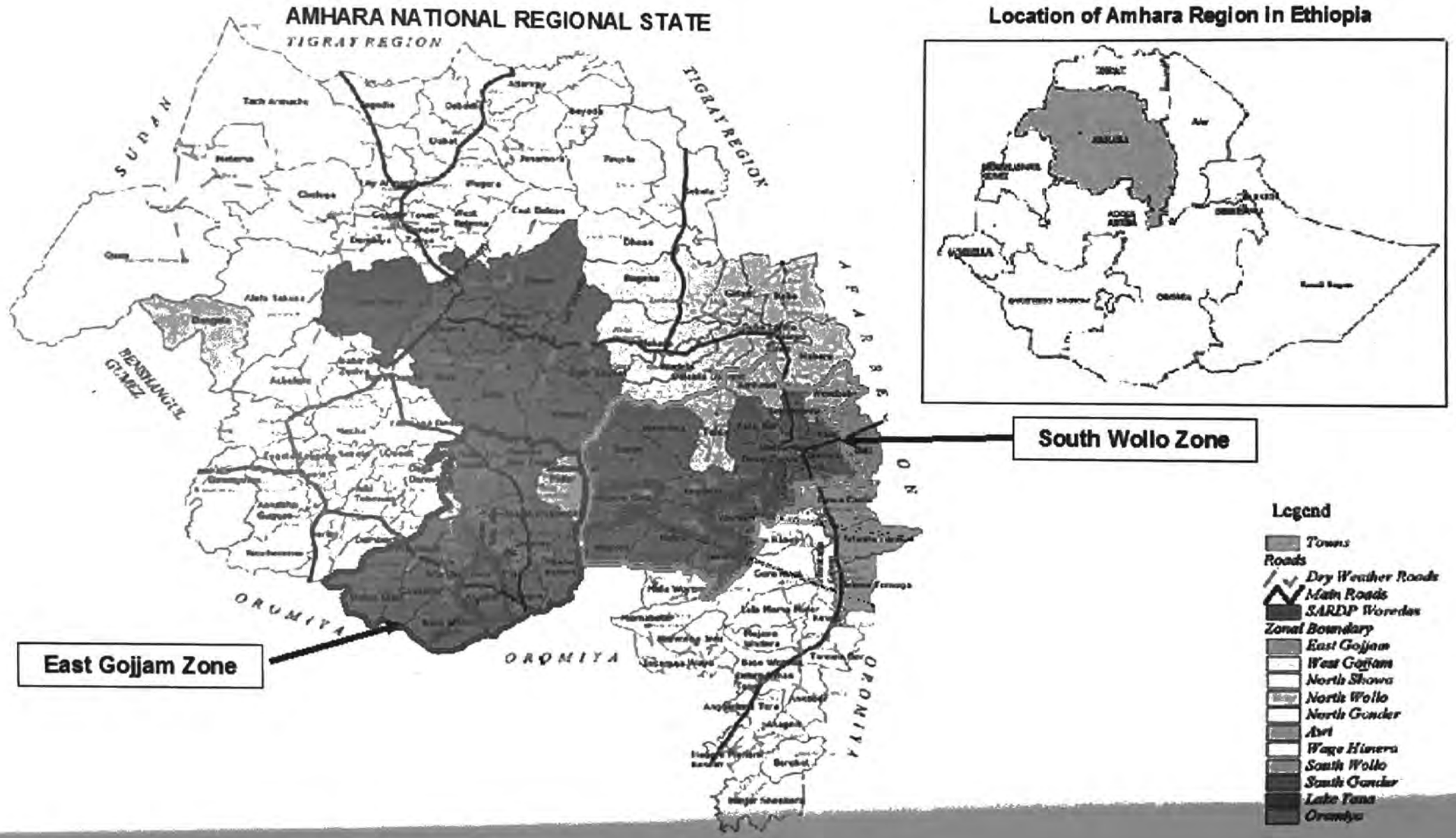
The drought crisis in Wollo in the mid 1980s required an immense response from the government and its development partners. In the Amhara Region, the government and Sida initiated the Sida-Wollo Program in 1987. This focused on agricultural development, drought preparedness, primary health care and environmental education. A community empowerment

program was also initiated in 1993. The lessons learned from these interventions were th
genesis of the Sida support for the Amhara Region and lead to the initiation of the first phase
the Sida-Amhara Rural Development Programme (SARDP) in April 1997. The second phas
followed in January 2002. The third phase was initiated in July 2004, and then extended to Ju
2010. The key features of these three phases are presented in Table 2.

The main goal of the program through the three phases has been to contribute to improve
living conditions with a focus on improving food security and reducing poverty. While th
components and activities have varied from phase to phase (see Table 2), the Programme ha
consistently emphasised agricultural productivity and economic diversification as the overa
means to achieve the goal. The Programme has seen an evolution of its focus for capacity
building and implementation from the regional level in Phase I to the woreda level in Phase
and the kebele and community levels in Phase III.

SARDP Phase I started work in two of the Woredas (similar to "District") in East Gojjam zone
and two Woredas in the South Wollo zone. The programme has expanded coverage o
Woredas through the three phases to cover all 30 Woredas in the two zones by 2006. Phase I
of the SARDP was one of the largest externally funded bilateral development initiatives in the
Amhara National Regional State (ANRS).

Figure 1: Location of the Programme-supported zones



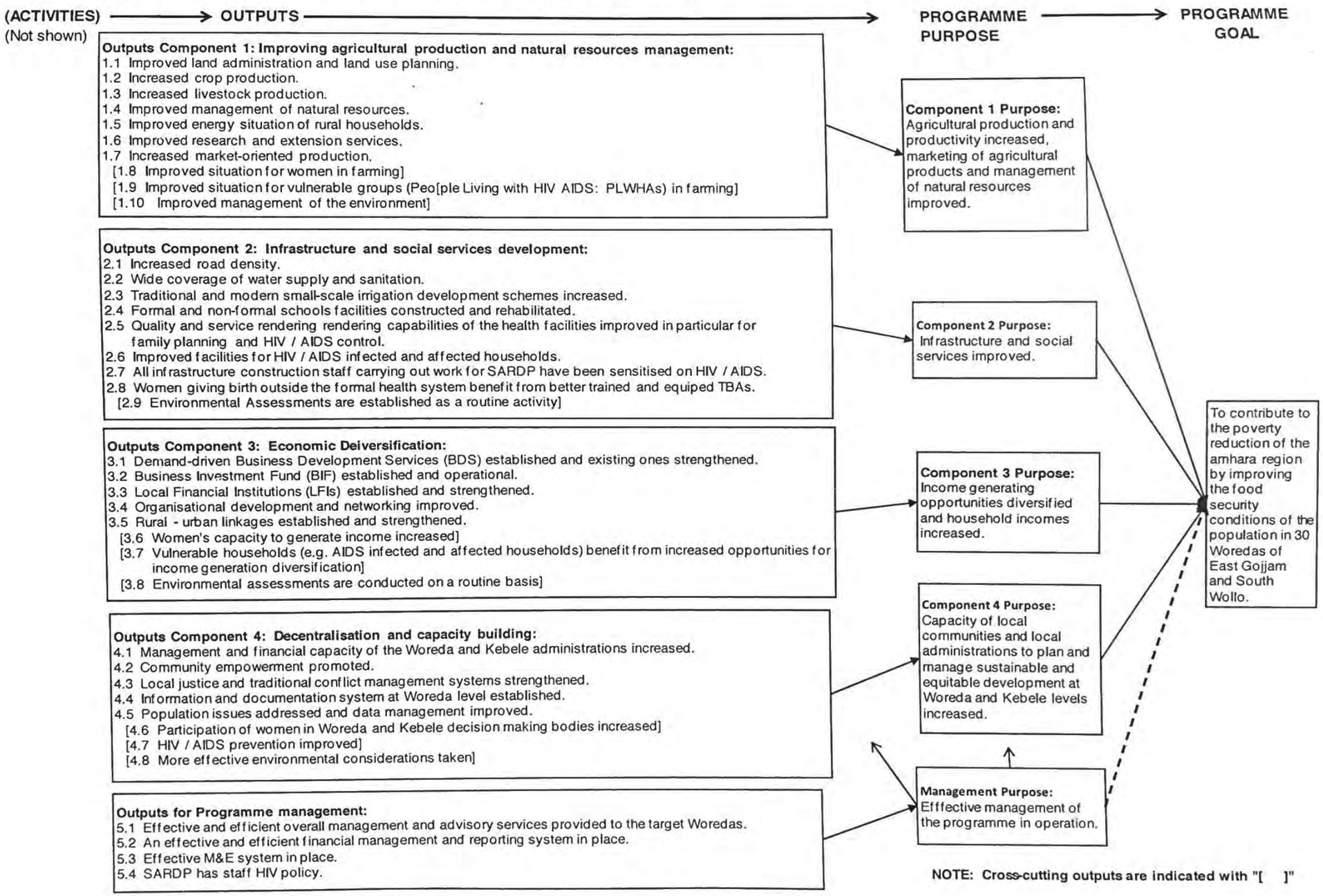
Source: GIS Team, Bureau of Finance and Economic Development, Amhara National Regional State.

Table 2: Key features of the SARDP Phases

Phase	Timeframe	Total budget SEK million Birr million	Geographical coverage	Goal or overall / development objective	Components	Main focus for capacity building and implementation
Phase I	April 1997 to Dec 2001	**SEK** 283 m. **Birr** 247 m.	E/Gojjam zone: 4 Woredas S/Wollo zone: 5 Woredas,	"**Living conditions** for the rural population of the ANRS improved by a sustainable increase in **agricultural productivity** and **natural resource use** as well as **economic diversification**".	• Woreda-based support. • Agricultural research extension and livestock. • Rural roads. • Agric marketing, input supply and rural credit. • Economic diversification. • Institutional strengthening at Regional level.	• More focus on regional capacity building:
Phase II	Jan 2002 to June 2004	**SEK** 250 **Birr** 245 m.	E/Gojjam zone: 8 Woredas S/Wollo zone: 8 Woredas,	"Improve the **living conditions** for the rural population of the ANRS through a sustainable increase in **agricultural productivity** and **natural resource** use as well as through **economic diversification**".	• Support to Woredas. • Support to Agricultural production. • Infrastructure and enabling environment. • Institutional support.	• Shift in focus to Woredas.
Phase III	July 2004 to June 08 with an extension to March 2009	**SEK** 354.5 m. Woreda: 259.2 m. Bureau: 39.9 m. Mgmt: 55.4 m.	E/Gojjam zone: All 14 Woredas S/Wollo zone: All 16 Woredas,	"To contribute to the **poverty reduction** of the Amhara Region by improving **food security** conditions of the population in **30 Woredas** of E.Gojjam and S.Wollo".	• *Agriculture and Natural Resource Management.* • *Economic Diversification.* • *Infrastructure and Social Service Development.* • *Decentralization.* • *Cross cutting issues.*	• *Emphasis on direct support to kebeles (Community Development Fund).*

Note: Budget figures as in Programme Document (not adjusted).

Figure 2: Logic framework diagram showing goal, purposes and outputs



2.2 SARDP III Goal, Objectives and strategies

2.2.1 Programme goal and objectives

The overall "goal" for SARDP III was to "contribute to the poverty reduction of the Amhara region by improving the food security conditions of the population in 30 Woredas of East Gojjam and South Wollo". This was to be achieved by implementing a wide range of "**activities**" which would produce a number of "**outputs**" which in turn would produce four main "**purposes**" leading to the overall "**goal**". This logical flow of cause and effect is summarised in Figure 2. This is a part of the "logical framework" for the Programme and is the foundation for the whole programme.

The four main purposes of the programme were:

- Agricultural production and productivity increased, marketing of agricultural products and management of natural resources improved.
- Income generating opportunities diversified and household income increased.
- Infrastructure and delivery of social services improved.
- Capacity of local communities and local administration at woreda and kebele level increased.

Effective implementation of the Programme also required that "effective management of the programme was in operation".

2.2.2 Programme Components

SARDP III had four main Components which mirrored the four main "purposes" shown in Figure 2. These Components were also called the main "pillars" of the Programme. These Components had sub-components which mirrored the "outputs" shown in Figure 2. The Programme also supported a number of cross-cutting issues. Thus the main Components, sub-components and cross-cutting issues of the Programme were as below.

Component 1. Agriculture and Natural Resources Management (ANRM):

- Land administration, and land use planning.
- Crop production.
- Livestock production.
- Management of natural resources.
- Rural household energy.
- Agricultural research and extension services.

Component 2. Infrastructure and Social Services Development (ISSD):

- Road rehabilitation and construction.
- Water supply and sanitation.
- Small scale irrigation(SSI) development.
- School facilities construction and rehabilitation.
- Health facilities improvement.

Component 3. Economic Diversification:

- Demand-driven Business Development Services (BDS).
- Enterprise Development Facility.

Component 4. Decentralization and capacity development:

- Woreda support: the "Block Grant" and capacity development.

- Kebele support: the "Community Development Fund" (CDF).
- Local justice and traditional conflict management systems.
- Information and documentation systems at woreda level.

Cross-cutting issues:
SARDP III supported three main cross-cutting issues: gender equality, HIV / AIDS and environment. All were "mainstreamed" into the four main components as above. At the same time, a number of specific activities were supported which targeted **gender equality and mainstreaming HIV / AIDS** and so this can be thought of almost as a component, as well as a mainstreamed cross-cutting issue.

2.2.3 Programme Strategies

The programme identified a number of strategies to guide implementation. These included:

1. **Research and demonstration**: The program demonstrated alternatives for improving the food security status and strived to reduce poverty first, using experiences gained from previous phases of SARDP, and skills and experiences available at the local, regional and national levels. Building on such successful work, the program facilitated the dissemination as well as integration of successful participatory planning approaches and methodologies into the government working system, while also piloting additional best practices and approaches in the area of natural resource management, off-farm research, and non-farm income generating opportunities to build sustainable livelihood opportunities.

2. **Capacity building**: SARDP III strived to improve the capacity and capability of individuals, communities, and community- based and government institutions, through transfer of skills and provision of technical, material, logistic and financial support. The aim was to enable them to plan and implement food security interventions that will respond to the priority needs of the beneficiaries.

3. **Formulation and adoption of appropriate implementation and management systems** and structures to gradually take over the responsibility for the coordination of development work in the respective woredas without reliance on external support.

4. **Scaling up, disseminating and sharing project experiences**: This involved identification and promotion of successful approaches and interventions for potential application in similar Woredas in the region. This was supported through dissemination of published material and networking with agencies involved in similar work.

2.3 Programme management and institutional framework

SARDP worked within the framework of the regional and local government. SARDP support was channelled through regional, zonal, woreda and kebele levels to the beneficiaries at community level. SARDP was "housed" within the Bureau of Finance and Economic Development (BoFED).

The Programme was implemented and managed through a number of committees and "units" with technical support at the different levels as below.

Regional level:

Regional Programme Coordinating Committee (RPCC): The RPCC provided oversight and decision making at the highest level in the region with meetings twice per year. The PCC was chaired by the Head of the Bureau of Finance and Economic Development. Members included

the Woreda Administrators from Programme Woredas, zonal PCC Chairpersons, the he
the collaborating regional Bureaus and representatives of Sida. The Programme Coordi
Unit provided the secretariat for the RPCC.

Regional Programme Coordination Unit (PCU): A Regional PCU was established as
offshoot of the BoFED to provide overall coordination and day to day management under
RPCC. This had full time staff for management, monitoring and evaluation, accoun
procurement and support services. The regional PCU was supported by Sub-PCUs in the
programme-supported zones, East Gojjam and South Wollo. The regional and sub PC
managed the international and national Technical Assistance provided through the internati
consulting firm (see below).

"Technical Assistance" (TA) was provided through engaging the international consulting
"Orgut Scanagri Consortium" (OSC). The consulting firm deployed one team leader and
number of technical advisors (TAs), one for each sector or category of interventions, at
regional and zonal levels. The team leader was based in the PCU and accountable to
Programme Director. The TA for monitoring and evaluation was similarly based in the PCU.
the other TAs were attached to the Zonal PCUs to support the programme woredas in
implementation of the interventions under their areas of expertise.

Regional "backstopping support": Specific technical backstopping support was provided
programme-supported woredas by a number of regional Bureaus and institutions according
their areas of expertise. These bureaus and institutions were supported in this throu
programme resources.

Zone level:

A similar structure was set up at the zonal level to support programme implementation.

- The **Zonal Programme Coordinating Committee** (ZPCC).provided oversight.
- The **Zonal Programme Coordinating Unit** (Sub PCU) provided day to day coordinatio
  and management. This was set up as an offshoot of the zonal Department of Financ
  and Economic Development. The Zonal PCU incorporated the zonal TA.

Woreda level:

- The **Woreda Programme Coordinating Committee** (WPCC).provided oversight unde
  the Zonal PCC.
- Woreda **Focal Persons** were assigned by the respective programme woredas and i
  few cases hired by PCU. The woreda Focal Persons served as secretary of the
  respective woreda PCCs and facilitated planning, monitoring and evaluate the activitie
  carried out in their woredas. The Focal Persons, who report to the respectiv
  chairperson of woreda PCC, are responsible for compilation of plans and performanc
  reports and technically communicate with the respective zone sub-PCU.

3 AGRICULTURE AND NATURAL RESOURCES MANAGEMENT

Agriculture is the main source of livelihood for around 90% of the rural population in the programme zones (East Gojjam and South Wollo). Agriculture in these areas is characterized as low-input, low-output and subsistence-oriented, and subject to changing environmental and market conditions. Land degradation is severe and agricultural productivity is low compared to the potential

Crop production is the major enterprise of each household where cereals and to some extent pulse crops are grown primarily for household consumption. In this mixed farming system, livestock also plays a critical role. Productivity of livestock is constrained primarily by shortage of feed, diseases, pests and poor husbandry. The ever increasing population, poor rural-urban linkages and limited employment opportunities outside farming have contributed to declining landholdings. This results in smaller plots being used intensively, contributing to environmental degradation which in turn feeds back to produce even lower levels of agricultural productivity. This spiral of declining productivity effectively traps many in poverty. There are therefore, a number of fundamental and interlinked problems relating to environmental degradation, diminishing soil fertility, recurrent drought, increasing population pressure, lack of agricultural inputs, reliance on outdated agricultural technologies and practices, which ultimately lead to poor agricultural production and productivity. Household vulnerability, food insecurity, famine and poverty.

Agricultural growth through harnessing the key assets of land and labour is pivotal for enabling poor households to take the first step and become food secure. Increases in agricultural productivity contribute to a more dynamic economy in rural areas as agriculture brings some of the benefits of economic growth to the rural poor. Agriculture, in addition to its direct impact on food security and rural incomes, further stimulates economic growth through increased agricultural sector productivity, stabilizing food prices; improving employment for rural poor; increasing demand for consumer goods and services, and also enhancing growth in the non-farm economy.

The "Agriculture and Natural Resources" (ANRM) component of SARDP is a cornerstone of the programme. This component had a wide range of interventions that contributed towards poverty reduction through improving the food security of households. Improving land tenure security and natural resources management, and increasing the production and productivity of agriculture in the two zones were major targets of the program.

The purpose of this component of SARDP III is "***Agricultural production and productivity increased, marketing of agricultural products and management of natural resources improved'***. The various outputs produced by the many activities supported through this component are presented below. This chapter ends with a discussion of how these have contributed to the achievement of the component purpose.

3.1 Land administration and land use planning

3.1.1 Land Administration

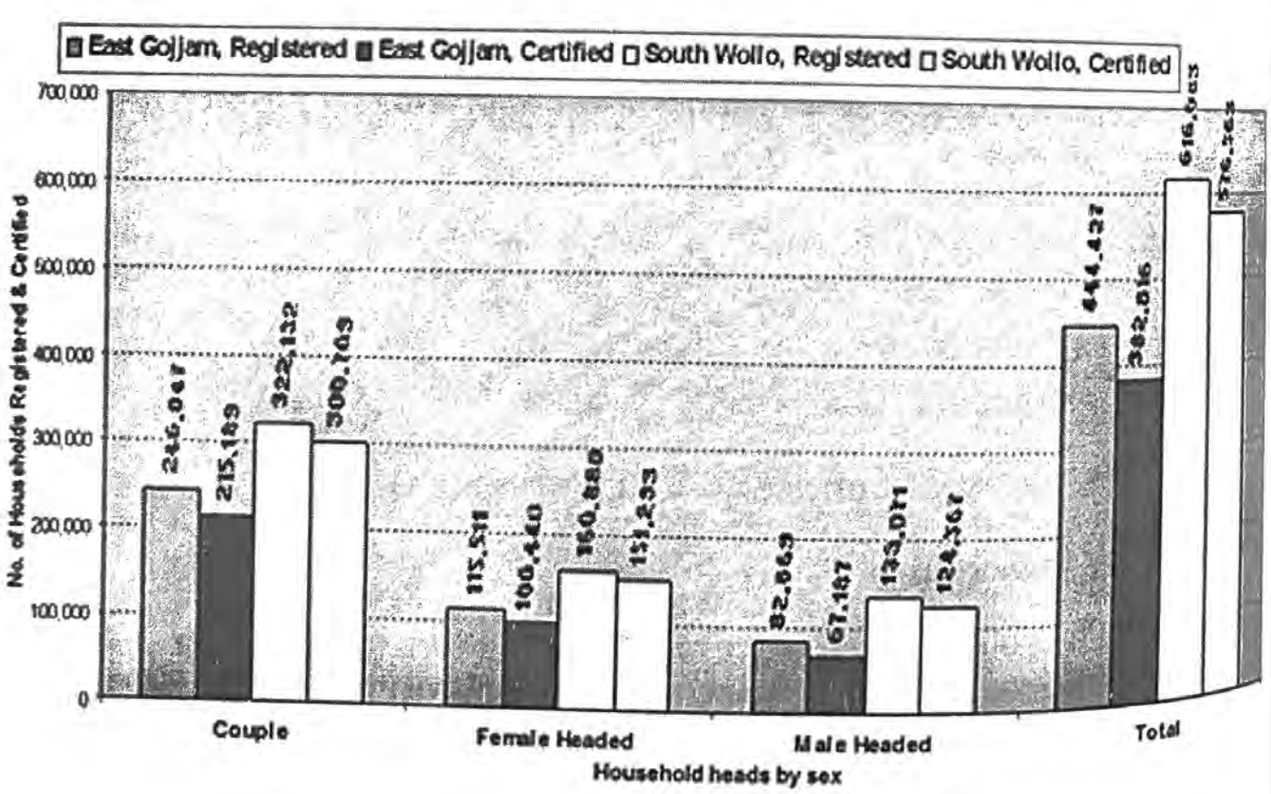
Concerns about environmental sustainability, social conflict, poverty and sustainable development prompted SARDP to introduce strategies that help to build the value of land assets and promote the self-reliance of the rural poor. Any attempt to improve the livelihoods of rural people must be based on solving the land tenure security issue. SARDP, with the backstopping support from Bureau of Environmental Protection and Land Administration and Use (BoEPLAU), tried to improve tenure security by creating a more comprehensive land

administration system. This consisted of land demarcation, land registration, issuing certificates of land holdings, and data storage using the computerised Information System for Land Administration (ISLA) program. Land registration is directed at protecting the interests of individual land holders, communal lands, and institutions.

Following the pilot land administration and land use work done in East Gojjam and South Wollo in two kebeles, the work continued in all programme woredas from 2004. Initially, land administration and use committees were formed in all the 867 kebeles of the programme zones. By 2010, membership of the Land Administration and Use Committee (LAUC) at sub-kebele level numbered 12,383 (35% female). The chairperson and secretary from the sub-kebeles formed LAUC membership at kebele level. There are currently 4,953 members at sub-kebele level (17% female). Almost all of the secretaries for the sub-kebele LAUC were female. The committee members and the experts at the woreda level responsible for demarcation and registration of the land, were trained in all aspects of land administration policies, guidelines and procedures. Since 2004 a total of 54,932 farmers, DAs and experts were trained or participated in various workshops at a cost of about Birr 2.6 million. Actual field work in the kebeles is currently supported by more than 200 DAs (land administration and use experts stationed at kebele level), of which 20 are female. The intensive trainings provided over the years speeded up the registration of farmers' holdings and issuing primary certificate of land holdings.

Demarcation of individual holdings, communal lands, woreda and kebele boundaries, institutions and issuance of certificates to land holders have taken place in 30 woredas covering all the 867 kebeles in both zones. During July, 2004 to June, 2010 more than 4.9 million parcels were registered, including communal lands and land allotted for guardians and institutions, etc. Out of the total of 1,070,946 landholder households, around 1,060,810 (99.5%) were registered, and around 1,000,348 (94.3%) were issued with certificates. The total cost was about Birr 5,640,800.

Figure 3: Status of Land Registration and Certification in Programme zones



In addition, the records of 249,968 land holders (26% of those certified) were entered into the ISLA database. The achievement is impressive, particularly considering the complex nature of land administration work and that many of the staffs were new to the system. Work still remains to be done for communal lands, common lands, woreda and kebele boundaries, and those having unresolved court cases. Programme Woredas are actively involved in the delivery of the primary book of holdings to individual owners, joint owners and institutions to finalize the registration and certification work.

Many benefits were seen as a result of receipt of the land holding book. These include:

- Beneficiaries received services at the local level from establishment of land administration and use committee at sub-kebele level.
- Improved land security especially for the vulnerable groups such as the old, infants, young and orphans.
- Delineation and certification of communal lands and institutions.
- Compensation to farmers when they are dispossessed and improved rental value of land.
- Reduced boundary conflicts as many are solved during the demarcation and registration process.
- Greater willingness to invest in and improve their land through e.g. soil conservation works, addition of compost, manure and residue.
- Right to transfer land to siblings and close relatives.

A number of good practices were identified during the process of land demarcation, registration, delivery of certificates and documentation. These could be replicated to bring similar benefits to other areas. These include

(i) the integration of the activities of the court, police, administration and BoEPLAU in land administration related activities, especially at community level,
(ii) documentation of land administration data using ISLA program and establishment of a special task force by the region to do the same at woreda level;
(iii) collaborative work among land administration, agriculture and the beneficiaries during the process of land use plan preparation and distribution of degraded land to the youth;
(iv) establishment of a public hearing forum to get the collected land administration data endorsed by the community.

However, a number of challenges remain. These included frequent restructuring, lack of resources (budget, vehicle, and computers), the difficulty of managing changes and updating of data, the absence of cadastral maps, illegal holdings on communal lands and lack of clear guidelines on how to administer communal lands. These challenges could hamper the good progress achieved so far. The woreda administration and some relevant sectors in the woreda should play an active and decisive role if the planned target of providing secondary certificates over the next four to five years is to be achieved.

3.1.2 Land Use

The preparation of an appropriate land use plan is a prerequisite for sound land management. Physical planning of land can result in value being added to the land through improvements made to the existing unsustainable land use system of the programme woredas. Since 2006 the programme initiated pilot studies in all programme woredas, following intensive training given to experts of the woreda staff. The experts in turn trained Development Agents and farmers on the necessity, concepts and approaches of land use planning. The program Woredas selected one pilot kebele each for a total of 24 kebeles (16 in South Wollo and 8 in East Gojjam) at a total running cost of about Birr 1.08 million. Some 37,821 people (35% female) were trained, over the implementation years, for accelerating the implementation of the land use and related activities in the target areas.

Community sensitization was undertaken, community representatives were elected and PRA practical trainings provided at the start of the planning exercise. Expert teams were established and joined the community-elected members to form "Participatory Land Use Planning Teams". Socio-economic and extensive biophysical data were collected. Implementation progress varied among woredas. Several woredas (like Jama, Worebabo, Kelala, Dessiezuria, Tehuledre and Kalu) finalized the plan and started implementation. The rest have finalized data collection and preparation of current land use, soil and landform maps. Few have developed land capability maps and had them endorsed by the community. Almost all the woredas have started the process.

Generally, however, there had been a delay in the implementation of the preparation of an appropriate land use plan in the pilot kebeles of program woredas due to several factors. These include the lack of capable staff, inadequate preparation, insufficient attention given to land use in general, staff turnover and frequent restructuring of government departments. The multi-faceted nature of land use planning calls for the involvement of many actors now dispersed in many sectors. There is need to simplify the land use planning process so that it can be more easily understood and therefore used by all stakeholders.

3.1.3 Environmental protection

Environmental protection was a key element of SARDP. Emphasis was given to public participation in issues of environmental protection through strengthening or establishing new school and kebele youth clubs, and ensuring that environment impact assessments (EIA) were implemented in all programme woredas.

BoEPLAU, in collaboration with stakeholders at all levels, organized various trainings to build capacity of staff in the two key areas. Pilot schools and kebeles were selected to establish model clubs, trained in environmental and related issues and supported financially. Woredas established pilot clubs and implemented activities such as nursery establishment, tree planting in degraded lands and surrounding schools, and awareness creation. Program woredas selected five to six model schools to promote environment related activities.

In the period July, 2004 to June, 2010, a total of 379 environmental clubs were established in both zones with a total membership of 56,508 (19% female) and supported with around Birr 652,253 and technical assistance. After formation of environment clubs, students, teachers and kebele leaders were trained and material support was provided. As a result, these pilot schools and kebeles served as learning sites for other kebeles and schools nearby. Some of the model clubs established a functional tree nursery which is managed by the clubs themselves and planted trees in schools, degraded lands and around homesteads.

It had been planned to develop a sort of "environmental movement" in all government institutions and civic organizations in the programme woredas. These should focus on environmental protection and rehabilitation where every citizen has a stake. Progress however was very slow. The main problem was that woredas were too ambitious and wanted to start activities in all schools at the same time before strengthening the pilot sites for learning and experience sharing. These lessons were learned and in the last two years, the woredas focused on a few selected clubs to build capacity. The majority of (BoEPLAU) staff concentrated on land administration, leaving less time and manpower for environmental protection. It is important to provide sufficient staff for this important environmental management work.

With regard to promoting wider use of Environmental Impact Assessment, SARDP provided on-the-job trainings to woreda staff working in all sectors of agriculture. Many woredas carried out EIAs for various projects such as roads, irrigation and water supply. SARDP also assisted in the

preparation of guidelines and checklists to facilitate implementation. A draft document was produced by several programme woredas including Tehuledere, Kutaber, Albuko, Enamay and Guzman. The effort was to build capacity at woreda level where EIA would become part of any future project proposal, especially in the areas of water development and road construction. The programme allocated a total budget of Birr 167, 908 for this and woredas managed to conduct about 92 EIAs for road, irrigation, potable water supply, home construction and mineral extraction projects in both zones. The slow progress in this area was due to low staffing, lack of capacity and frequent restructuring going on in the respective sector offices.

3.2 Crop production

Crop production is the basis for food security and livelihoods in both supported zones. The focus is generally on household consumption. Cropping is dominated by cereal and pulse crops as an integral part of a mixed agricultural system. The SARDP aimed to improve crop productivity and production by 10% by the end of Phase III. The programme supported a wide range of interactive interventions including introduction, testing and scaling-up of reliable technologies based on farmers' management and assessments, institutionalization of reliable woredas-based seed production and marketing system, establishment of fruit foundation blocks, promotion of market-oriented production, small-scale irrigation development, promotion of soil fertility management practices, agriculture product diversification. The programme also supported extensive training of experts, Development Agents and farmers in all these areas.

3.2.1 Participatory on-farm research (OFR)

SARDP III supported participatory on-farm research in almost all crop types - cereals, pulses, oil crops, vegetables and fruits. At least three recommendation domains were established for each programme woreda. At least one farmers' research and extension group (FREG) was established for each domain. The main aim was to select adaptable improved crop varieties for farmers' real conditions and management. Accordingly, a number of on-farm trials (at least 60 per year) were conducted in 30 woredas. These covered improved varieties of bread wheat, durum wheat, teff, food barley, sorghum, faba bean, chick pea, soya bean, haricot bean, cotton, ground nuts, sesame and Irish potato. More than 1, 257 technologies were introduced, tested and evaluated in both zones at a total cost of about Birr 1.1 million. The farmers set their own criteria and evaluated the variety adaptation trials in groups and selected their own best choices ranking 1 to 2 depending on various conditions.

The trials were carried out in at least two environments in each woreda. Promising varieties of bread wheat, teff, sorghum, maize and potato selected by farmers were taken for seed multiplication. On-the job training and mentoring were regularly given to experts and Development Agents to facilitate the smooth implementation, monitoring and evaluation of trials. Farmer research and extension groups are now operational in many of the woredas, and are able to undertake participatory on-farm research and seed multiplication of improved and selected varieties. The main functions of a farmer research and evaluation group are: (i) technology testing; (ii) evaluation and recommendations; (iii) multiplication of the selected technologies; (iv) looking for local and distant market outlets and (v) working with research and extension institutions.

SARDP promoted participatory on-farm research on crops, livestock, and natural resources management. The institutionalisation of best practices and broader rural development were also promoted through this initiative. This supported the development of more sustainable forms of agriculture and increased community participation in decision-making. This also promoted the development of partnerships and institutional capacity.

The on-farm research initiative also promoted development of a focus on outputs, and structure linking regional coordination to kebele level activities. It is recommended that ARA takes the lead of the multi-disciplinary on-farm research team, and Extension facilitates implementation of participatory on-farm research at field level.

3.2.2 Promotion of improved seed multiplication and market linkages

Seed is perhaps the single most important input to all crop based farming systems and determines the ultimate productivity of all other inputs. The lack of appropriate channels for obtaining reliable seed, at affordable price and at the right time was one of the major bottlenecks in crop production in the region.

Although the local seed systems have proved dynamic and resilient, they often cannot meet the needs of farmers under present production and socio-economic conditions. Due to increased land pressure, changes in agricultural production conditions, crop failure due to drought and other natural calamities, the ability of local seed systems to provide the quantities, quality and type of crop varieties needed by resource poor farmers is limited.

The program initiated a system of locally-based seed production and exchange to alleviate some of these problems. Farmers were first organised into smallholder seed production groups and provided with practical training focusing on crop husbandry, seed purity after harvest, germination level, bagging, tagging, storage and seed marketing. Three types of seed marketing or exchange were developed: (i) exchange for other crops among farmers, (ii) establishing small individual seed shops at kebele level and (iii) through cooperatives, where produced at larger quantities.

Farmer-based seed production was further promoted into a woreda-based seed production and marketing system through the concerted efforts and active participation of the frontline stakeholders. This ensured timely availability of improved seeds of adapted varieties at affordable prices and acceptable quality. In some cases, although the process attracted many farmers in different woredas, implementation was interrupted due to poor performance of the cooperatives.

The availability of trained and organized farmers in the form of seed grower groups encouraged the Ethiopian Seed Enterprise (ESE) to intervene and start contractual seed production. The contract benefits farmers in two ways. First, the farmers sell seed to ESE at 15% above the local market price. Second, the farmer keeps 10% of the seed for his or her own use during the next season. As a result, increasing number of farmers became engaged in the production of seeds. Production of seeds in East Gojjam jumped from around 300 ha in 2006 to 1,355 ha in 2009 with a corresponding increase in production from 10,571 qt to 49,042 qt of seeds, and securing an estimated value of over Birr 30 million. In South Wollo, 39 seed grower groups were established and produced 7,976 quintals of seed of various crops and exchanged to 31,904 farmers, securing a value of over Birr 10 million in seed production of bread wheat alone.

The participating farmers in seed production had increased from 704 to over 2,000 in East Gojjam zone. Between the year 2004 and 2009, a total of 12,574 (10,927 male and 1,647 female) farmers were engaged on contractual seed production and marketing system. The program invested over Birr 151, 399 for training and organization of these farmers.

Promotion of durum wheat production linked to the local mills was also supported with 19 farmers in two woredas of East Gojjam. Despite the poor linkage among growers, extension, cooperatives, research and the flour mill industry, production of the crop following improved agronomic practices has been scaled-up to over 1,000 farmers in seven programme woredas.

Production of seed was not limited to self pollinated crops such as teff, wheat and various pulse crops. After a demonstrational test on hybrid maize seed production in one season at three woredas, the technology is now popular in all maize producing woredas and farmers in East Gojjam zone. As a result, the area of production has increased from 10 ha in 2006 to 44 ha in 2008 with the participation of 323 male and 26 female farmers. The program invested about Birr 22,262, mainly during the demonstration period. Over the three years span, 90 ha was allocated to seed production and farmers sold hybrid seed to the value of around Birr 1.6 million. The experience gained here can help the region to scale-up hybrid maize production by farmers in a wider area.

Figure 4: Improved potato production



On-farm production of seed for tuber crops such as potato (Figure 4) was also supported. The program supported the introduction and testing of available potato varieties on farmer plots, and study tours to share experiences on proper seed production (e.g. to West Shewa). As a result, potato seed production has gained good momentum in some program woredas. For instance, improved potato was first introduced through participatory on-farm research in 2004 in Kutaber Woreda for evaluation and selection of better performing varieties. Production of seed potato increased from 1000 qt in 2006 to 15,000 qt in 2008. Income of farmers through the sale of seed potato increased from Birr 267,900 to Birr 1.87 million during the same period. Kutaber not only has become self sufficient in improved potato seed / tuber but also sells a large amount to neighbouring woredas.

The gap between demand for and supply of seed for many of the important crops is still wide. Annual production requires close collaboration with the farmer on planning, technical / management requirements of the crop and production of standard seed. Support should not be limited to building the technical skill of the farmers. Organizing farmers into seed producer groups, strengthening the links between growers and cooperatives and licensing seed producers to become competitive suppliers of standard seed should be the ultimate objective, in order to enhance and sustain seed production and marketing at community level.

3.2.3 Highland and lowland fruit development

The programme zones have a wide range of ecologies suitable for both tropical and temperate fruit production. The availability of both surface and underground water further made these zones ideal for fruit production. Moreover, fruits form one of the key intervention areas to rehabilitate and make effective use of the highlands on one hand and the fragile environments of lowlands on the other.

Considering these advantages, the program supported fruit production as a way to enhance food security, diversify the nutritional base of households and introduce crop diversity in the field. The strategies followed included establishment of fruit foundation blocks, building capacity of farmers in seedling management and production of fruits in the highland and lowland areas of both programme zones.

Figure 5: Farmer managed highland fruit production



Farmer interest in the production of fruit trees and seedlings increased following the extensive training and exchange visits conducted. SARDP assisted woredas to strengthen their foundation blocks so that capacity of the blocks to produce fruit seedlings increased. The fruit foundation blocks were established to serve as source of materials for root stock and scion production both for tropical and temperate fruits.

In East Gojjam ten temperate fruit nurseries were established in 10 different program woredas located along the base of *Choke* mountain. The sites directly benefited 4,260 farmers (36% female) through the provision of grafted seedlings The program also provided 15,740 grafted and none grafted seedlings purchased from distant places for 2,116 farmers (38% female). The programme invested around Birr 138,544 for these operations. The programme also supported training of farmers and staff. The program supported a total of 44 nurseries for tropical fruit, coffee and vegetable production with Birr 0.8 million. These nurseries directly benefited 57,037 farmers (27% female).

In South Wollo, a total of 23 fruit foundation blocks were established and supported at a total cost of Birr 0.6 million. Scion and rootstock blocks were established in many woredas. Improved varieties of scion and root stocks of apple, plum and pear were introduced from Chencha and planted in Adamie for training and as a source of material. Farmers were then organized in groups to form fruit producer cooperatives. These farmers were trained in seedling management, scion and rootstock management, and grafting techniques. Following this farmers established their own seed beds in their homesteads. They started grafting and produced seedlings for sale with the technical and financial support of SARDP. Thus, a successful group with skill and knowledge to graft and manage seedlings was established. This could be a model for the zone and beyond. Kalu temperate fruit seedlings growers group in Adamie kebele have sold at least 20,000 seedlings and earned more than Birr 450,000. Local fruit tree seedling production was found to provide economic benefit to participating farmers. Increased income of farmers from seedling and fruit sales was recorded in Tehuldere, South Wollo, and other program woredas like Dejen, Sinan, Enarji, Debay Tilatgin and Machakel in East Gojjam. Secondary sources show that farmers in this zone are currently producing over 30,000 qt of fruit every year with a return of Birr 11.9 million.

Establishing and strengthening seedlings production areas following the different and diverse ecologies is essential for promoting fruit development in the region. Some woredas have already developed these comparative advantage and they need to be supported, both technically and financially, to satisfy the existing huge market demand.

3.2.4 Integrated Pest Management and Farmer Field School (IPM/FFS)

SARDP supported the development of environmentally-friendly pest management options for sustainable management of crop pests and diseases. Farmers were trained and tool part in experience sharing visits. Farmers were organized into groups (20-30 members including women), in farmer field schools and a plot of land was provided by the kebele for field trials. During July 2004 to June, 2010, more than 92 IPM/FFS groups, with a total membership of 3,454 (24% female), were established and strengthened at a total cost of Birr 0.6 million.

Successful IPM/FFS groups were established in many woredas and participants were encouraged to collect and process botanicals from their surroundings, and apply against critical

pests of crops for themselves and their neighbours. They were also encouraged to grow these plants in their backyards, Farmer Training Centres (FTCs) and farmlands. These groups started producing crude bio-pesticide products that have effectively controlled insect pests including household ones and this is expected to save money which otherwise have been used for the purchase of expensive pesticides.

Some of the IPM / FFS groups such as those in Wogdi and Debre-Sina Woredas started generating income by selling the products to other farmers, urban dwellers and employees. IPM / FFS groups in Tehuledere provided services to fellow farmers at a larger scale. The products have been found environmentally friendly and are much preferred by bee keepers instead of chemical pesticides which can kill honey bees. Spreading of this approach depends on the provision of experimental fields and office space/store, planting of the botanicals in farmers' backyards or Farmer Training Centres and sustained technical back-up from research and extension.

3.2.5 Preparation and use of compost

Figure 6: Teff production with compost



SARDP from the outset had advocated the value of bio-fertilizer for crop production from various perspectives (Figure 6). The program allocated a total budget of Birr 72,093 for training and experience sharing visits to benefit 25,499 farmers (15% female). As a result, it was possible to produce and use around 219,150 m^3 of compost. Compost improves the soil and thereby improves crop yield, while reducing costs compared to what would be needed for inorganic / chemical fertilisers.

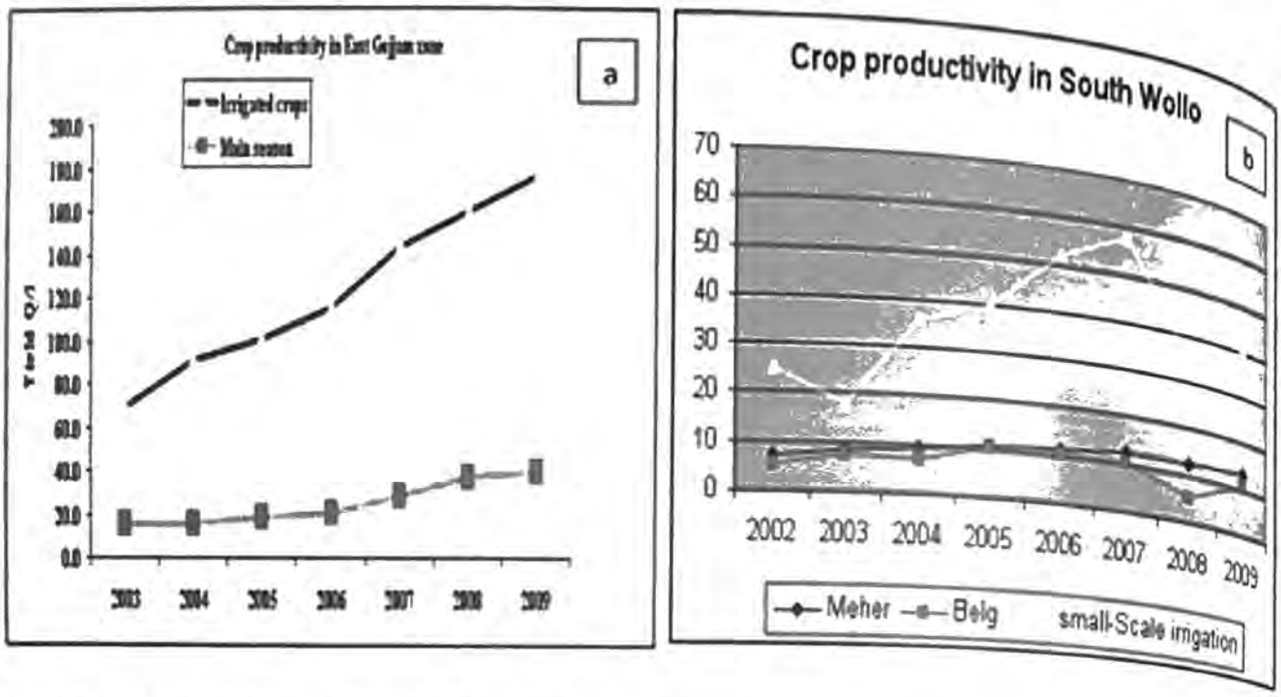
3.2.6 Promoting irrigated agriculture

Irrigated agriculture is important for food security and income in both programme-supported zones. Improved crop husbandry and irrigation practices were supported generally under this component. The programme supported the development of small-scale irrigation schemes under the "Infrastructure and Social Services Component". Irrigation is therefore discussed there in full under Section 4.3.

3.2.7 Crop productivity

In overall terms, the programme has made a significant contribution to improvements in crop production and productivity for the major crops. In some of the areas where on-farm research was conducted farmers were able to increase productivity of wheat from 10-12 q/ha to 30-40 q/ha, maize from 15 to 70 q/ha and potato from 80 to 250 q/ha. In general, however, when all major crops including wheat, teff, maize, barley and pulses are considered, crop yield per hectare has increased on average from 11 to 14 q/ha for *meher* crops, from 5 to 11 q/ha for *belg* crops and from 36 to 58 q/ha for irrigated crops in South Wollo. In East Gojjam, crop yield per hectare has increased on average from 15 to 40 q/ha for the main rainfed crops, and from 54 q/ha to 137 q/ha for irrigated crops (Figure 7).

Figure 7: Crop productivity in East Gojjam and South Wollo zone



Source: Zone Agricultural Research Department

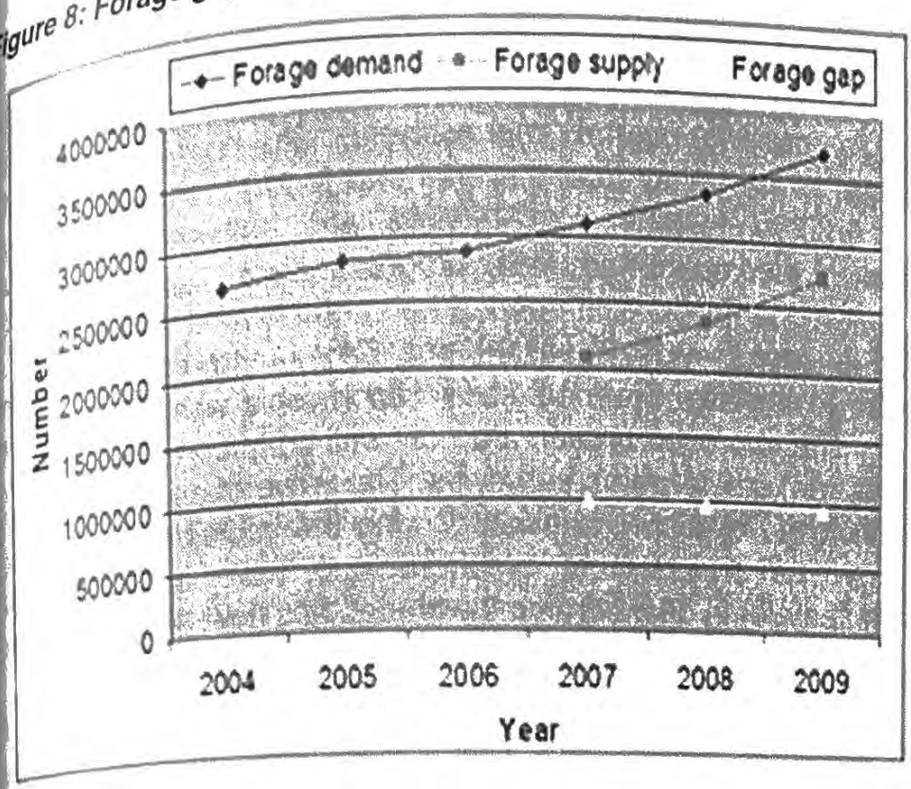
3.3 Livestock production

There is a huge livestock population in the programme areas. In South Wollo alone, there are about 6 million small ruminants. The major constraints for livestock improvement are shortage of feed in terms of quality and quantity, especially in the dry season, lack of improved breeds, pests and diseases and lack of appropriate animal husbandry practices. SARDP addressed these issues through a wide range of activities including forage development, breed improvement, improved livestock husbandry, construction and furnishing of veterinary clinics and crushes, and training on all aspects of livestock production and productivity.

3.3.1 Forage development

Forage development involved establishing forage nurseries and planting fodder "banks" in backyards, around soil and water conservation structures, on hillsides and in closure areas. Forage is critical for the development of livestock in the programme areas. A forage gap analysis was carried out in Jama, Albko and Worebabo of South Wollo and the results shown in Figure 8. Sources of feeds vary with the prevailing conditions. Livestock feed is available from the forest trees, bushes and shrubs; natural pasture, crop residue; backyard grazing, and fodder plants on pathways and soil and water conservation structures. The major source of feeds for livestock is, however, crop residue, as indicated in the analysis.

Figure 8: Forage gap analysis: woreda and RD office



Close to 105 forage nurseries were established and strengthened at a cost of Birr 0.8 million in the 30 program woredas. Each nursery has the capacity to grow more than 400, 000 seedlings. It has been estimated that more than 127,530 farmers (38% female) have benefitted from improved forage of one sort or the other. Many varieties of grasses and legumes have been introduced, which has included the testing and cultivation of forages and studying their adaptability to various conditions.

With the support of SARDP, fifty four farmers are also involved in forage seed production and marketing especially those of tree lucerne and sesbania. Multiplication of forage seed / planting material by communities, groups and individual households has also increased the availability of forage in programme woredas. In addition, replication of the forage nurseries at household level is being extended from one kebele to the next by farmers who share their experiences. These have resulted in the production of forage on about 813 ha.

A total of 14 fodder banks were established mainly to maintain a reserve of fodder for field maintenance and a store for micro-seed multiplication by forage seed farmers groups. At the same time, farmers were advised to have their own fodder bank for prolonged dry spells or drought periods. In this regard, good progress has been made in Kelala, Jama and Legambo woredas of South Wollo zone.

In SARDP, focus was given to areas where woredas needed to consolidate their activities to provide lasting solution in terms of ownership and sustainability. SARDP has invested a lot in the strengthening of various types of forage nurseries including public, community and individual nurseries. Community and individual nurseries are owned and managed by the community and individual farmers and thus sustainability is guaranteed with some technical backstopping support from woreda experts. It was found that the public nurseries needed heavy financial support from SARDP and so woredas were advised to allocate a budget from the government treasury or handover to organized community groups. These public nurseries have the potential to raise millions of seedlings for the benefit of the farmers and need to be taken seriously for the overall development of livestock in the two zones and beyond.

3.3.2 Breed improvement

Support for breed improvement targeted cattle, sheep and poultry and was integrated activities relating to forage development, livestock health and marketing. The pro supported various approaches to promote breed improvement. The simplest was introduction of breeds with different blood levels from regional and federal research cen Establishing and strengthening Artificial Insemination(AI) units and bull service sta especially for dairy development, were also supported by the programme.

Sheep improvement: Improved sheep breeds (Awassi-Menz Cross and Washera) introduced to programme woredas to improve the local sheep flock. This was carried ou conjunction with on-farm research. The improved breeds are now well adapted to the area participating farmers are benefiting from sale of rams and ewes. The value of an improved r or ewe is three or four times that of an unimproved animal. During the implementation of programme, a total of 635 improved Awassi and Washera ram were introduced demonstrated to 455 farmers (53% female) in all programme woredas at a cost of Birr 448,68

This has resulted in increased demand by farmers. Woredas therefore continued to bring improved rams, especially Awassi cross, for the benefit of women and the poor farmer SARDP had already built capacity of farmers to produce the improved ram in Chiro, Legam woredas, and this has contributed much to satisfying the demand of farmers from other zone in the region. The number of rams produced annually at Chiro, exceeded 300. At the sam time, the price of an improved ram has now increased to Birr 800 to 1,000. This level production by the local farmers and experience sharing visits made to this site has stimulate the introduction of improved rams to other programme woredas. The introduction of improve breeds should however be matched to the environmental conditions for better performance farmer level.

Dairy improvement: SARDP supported programme woredas in the introduction of improve dairy cows to benefit poor farmers, especially women. Some 101 improved heifers were purchased (5,000 to 6,000 Birr/heifer) and distributed to resource poor farmers who were organized into dairy cooperatives in South Wollo. Woreda staff had facilitated the purchase of 32 heifers for use in East Gojjam woredas at a cost of Birr 17,027. Although beneficiaries of these improved cows are few in number compared to the high demand, the individuals that benefited have increased their income through better milk yield which has averaged 10 to 12 litres per day.

Because heifers were in short supply in the region and the current rate of production did not satisfy the zonal demand, SARDP supported the establishment and strengthening of the Artificial Insemination (AI) unit of the woredas. The program supported training for farmers as well as woreda technicians, for a total cost of Birr 180,593. As a result, the AI service has increased from 30 to 50 cows per year a few years ago to more than 1,112 cows in 2010. In the last four to five years of the programme, more than 4,000 cows were inseminated and more than 50% of these produced calves. This was possible due to the emphasis given by the backstopping support from Bureau of Agriculture and Rural Development in terms of regular training of AI technicians.

SARDP supported the establishment of eight new AI labs and strengthened a further eight at a cost of Birr 86, 582. There was an almost eight-fold increase in the provision and use of AI services. AI service provision was greater in woredas where trained farmers were available. There is need to improve the AI service as demand increases through training of more technicians, improving the AI unit facilities and supporting the AI zonal laboratories. Capacity of

farmers in developing skills in the area of AI, forage and animal health need to be enhanced. Trained farmers could serve as nucleus in promoting private AI services in the future.

Successful development of dairy requires integration of many aspects: breed improvement through AI and/or heifer introduction, backyard forage development and animal health. SARDP assisted woredas to improve dairy in all these areas. The result was encouraging. In some cases the milk yield increased from 2 to 3 litres per cow per day to 12 to 18 (e.g. Kalu and Dejen woredas). Kalu dairy farmers are currently organized into four dairy cooperatives. Member farmers own improved heifers, cross-bred cows and improved backyard fodder banks. Improved animal health service is provided by capable technicians and AI by trained farmer using improved and newly constructed veterinary clinics nearby.

Bull service was also supported by the program to enhance breed improvement. From July 2004 to June 2010, some 11 stations were established in different woredas at a cost of Birr 39,093. Data on the outcome of this intervention is however unavailable. Sustainability of such an approach is likely to be an issue.

3.3.3 Beekeeping

Figure 9: Modern honey production at household level

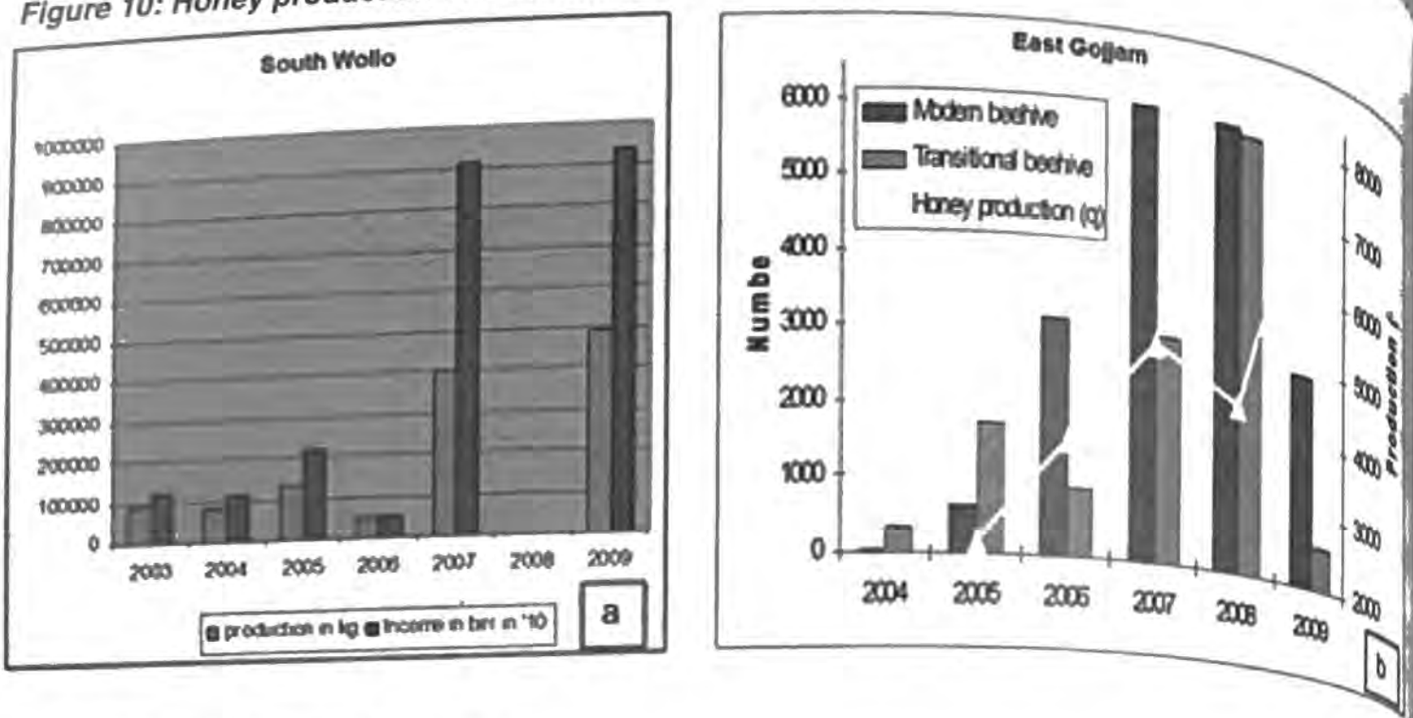


SARDP introduced "transitional" and "modern" beehives to thousands of farmers in programme woredas through participatory on-farm research. Emphasis was put on the "transitional" beehives. More than 790 households participated in the evaluation of locally constructed transitional beehives. The introduction of improved beehives to resource poor farmers increased their honey yield on the average from 4 to 5 kg/hive/harvest for the traditional hive to 12 to 15 and 19 to 25 kg/hive/harvest for transitional and modern beehives, respectively. Some pilot farmers claimed 48 to 50 kgs/hive/harvest from a modern hive. This significantly improved the honey production in the two zones and improved the income of the households (Figure 8). The increased income has allowed some farmers to purchase the most modern "langstroth" beehive.

The introduction of modern beehives coupled with the intensive training given to farmers in modern beekeeping, resulted in a three to four fold increase of honey yield. The price of honey also improved as a result. In some cases, purified honey was sold at Birr 40 to 50 per kilogram. This allowed the program to promote improved beehives and management to over 7,000 households at a cost of Birr 917,418, with direct benefits for 18,464 farmers (36% female).

Training was provided for honey producer cooperatives in cooperative management, accounting, quality wax processing and access to market. Excess honey is now produced by the coops and earning an important income. This has given many programme-supported woredas the confidence to actively speed-up the distribution of improved beehives through government budget support (Figure 9). As a result, a total of 19,750 improved beehives was supported in South Wollo over the last 4 years. In parallel with this, honey producer's cooperatives were established for better production and marketing. Currently, there are over 19 cooperatives (5 in East Gojjam and 14 in South Wollo) registered as legal entities in honey production and marketing by the cooperative promotion offices of the programme zones. The amount of honey production and by-products with export potential have also increased significantly and the market access has improved.

Figure 10: Honey production and income from beekeeping



3.3.4 Poultry Improvement

Figure 11: Modified hay box brooder



Traditional poultry production is practiced by almost every rural household in the region. SARDP put much emphasis on promoting improved practices of poultry production in the two programme zones. In close collaboration with regional research centres and BoARD, the program invested in the promotion of improved day-old chicks and hay-box brooders in all program woredas. About 270 brooders and over 7,000 day-old chicks were provided by the program for 4,663 farmers (76% female) at a cost of around Birr 199,882.

The technology has now taken root in many of the program woredas. Introduction of day-old chicks produced promising results in terms of increased household income with benefits focused on the women (Figure 11). This initiative was reinforced by the BoARD and woreda agriculture offices which increased the number of brooder and day-old chicken distributed to improve the productivity of local breeds.

Farmers in Kalu have produced a modified and innovated form of hay-box brooder for use around the homestead. This can handle up to 50 chicks. Despite some early disease problems, the intervention has largely been successful in improving egg yield and increased weight of chicken for increased income. The hatchability problem of the Rhoade Island Red breed has been improved by some innovative farmers by improving the feed, using a local hen to hatch the eggs and keeping the chicks in a locally constructed hay-box brooder.

3.3.5 Livestock husbandry

Animal fattening: Animal fattening was another important area supported by SARDP to improve the income of farmers. Improvements to the traditional husbandry practices were promoted through appropriate training and practical work on stall feeding, cut and carry systems, animal health and improved feeding systems. Initially more than 720 farmers were involved and the number of animals included in the fattening program increased tremendously and resulted in increased income.

Animal health: Animal pests and diseases are the major limiting factors in the production and productivity of the livestock sector in the two programme zones. SARDP therefore supported the construction and material needs of veterinary clinics in all program woredas. During the implementation years of the programme, 51 veterinary clinics were established and furnished at a cost of over Birr 3.7 million (about Birr 72,500 per clinic). These vet services are well equipped and staff are assigned to provide adequate service to the community. To facilitate the AI service, SARDP also assisted the construction of 77 cattle crushes in both zones at a cost of Birr 0.7 million. The greater coverage of vet clinics brought the service closer to the farmers with benefits for an estimated 47,000 farmers (36% female). As a result, the health coverage has improved significantly and over 3 million heads of livestock per year received some kind of health services.

3.3.6 Fish farming

Fish farming is the practice of rearing of fish under controlled conditions and this provides higher yield than the normal practice under natural conditions. This had been practiced in many parts of the world and has the advantage that fish farming can be done on land that is not suitable for crop production. It has become a major income generating activity for rural households, particularly women. Women farmers are assured of a certain quantity and quality of produce and can directly or indirectly improve nutrition and employment and increase income of rural people.

Figure 12: Fish production in a household pond

SARDP supported ARARI's research work on fish farming under farmers management, the first of its kind in Ethiopia. The program supported 13 model fish ponds managed by household and benefiting 71 farmers (42% female) at a cost of about Birr 31,107. Currently, there are over 100 productive ponds in East Gojjam zone benefiting thousands of farmers (Figure 12). The early adopters were producing several quintals per year and benefited from improved diet as well as additional income from the sale of fresh fish to local markets.



3.3.7 Livestock marketing

The creation of functioning markets for smallholder farmers is of critical importance for the development of agriculture, and particularly the livestock sector. SARDP started from the outset to support the establishment of livestock market centres within accessible distances of the main livestock production areas. The program supported the establishment and facilitation of 12 milk collecting and marketing centres, with a total membership of 2,233 farmers (18% female), at a cost of around Birr 454,000. The establishment of milk collecting and marketing units has become a major intervention focus for the region and is being expanded to new areas and communities.

The program also supported the establishment of specialized producer cooperatives in the area of dairy, beekeeping and fisheries to improve market opportunities for these products. A total of nine specialized cooperatives were established and supported by SARDP. The support included training, material purchase and construction of milk collection centres.

These market centres continue to develop and fill the demand, particularly for milk, milk by-products, and honey in different semi-urban and rural areas. This clearly demonstrates the advantages of cooperative marketing. A good example is the Dejen-Yetnora and Kalu-Gerba

milk collecting centres that have been used as a model for the establishment of other centres across the region. Milk sales in Yetnora for example have increased from less than 20,000 litres/year some years ago to 200,000 litres/year. Dairy farmers following all recommended practices achieve huge benefits. A total of 50 milk, 14 honey, 9 animal rearing and fattening and 3 fishery producer cooperatives were legally registered by the two zonal cooperative promotion offices.

3.4 Management of natural resources

Land degradation caused by accelerated soil erosion is a serious problem in many parts of Gojjam and South Wollo zones. The scale of soil erosion in ecological and economic terms close to a disaster. Unsustainable use of natural resources in terms of overgrazing and deforestation further aggravates the situation. The situation is critical since it directly affects the productivity of crops and livestock, which in turn results in increased food in security. SARDP put much emphasis on promoting better management of natural resources to reduce the extent of land degradation and thereby breaking the vicious circle of poverty, food insecurity and environmental degradation, and improve the livelihoods of the rural population in the programme areas. Programme-supported interventions included participatory integrated watershed management, gully rehabilitation, multi-purpose seedling production and afforestation and support to community nursery establishment.

3.4.1 Integrated watershed management and development

Integrated watershed management and development were promoted by the program in all phases of the programme through participatory on-farm research. Integrated watershed management was initiated through studies of the socio-economic and biophysical components of each site. This was done through collaborative efforts between local farmers and relevant staff from the woreda agriculture and rural development offices. A watershed committee nominated by the community was established. This committee was responsible for the planning, implementation and management of the site.

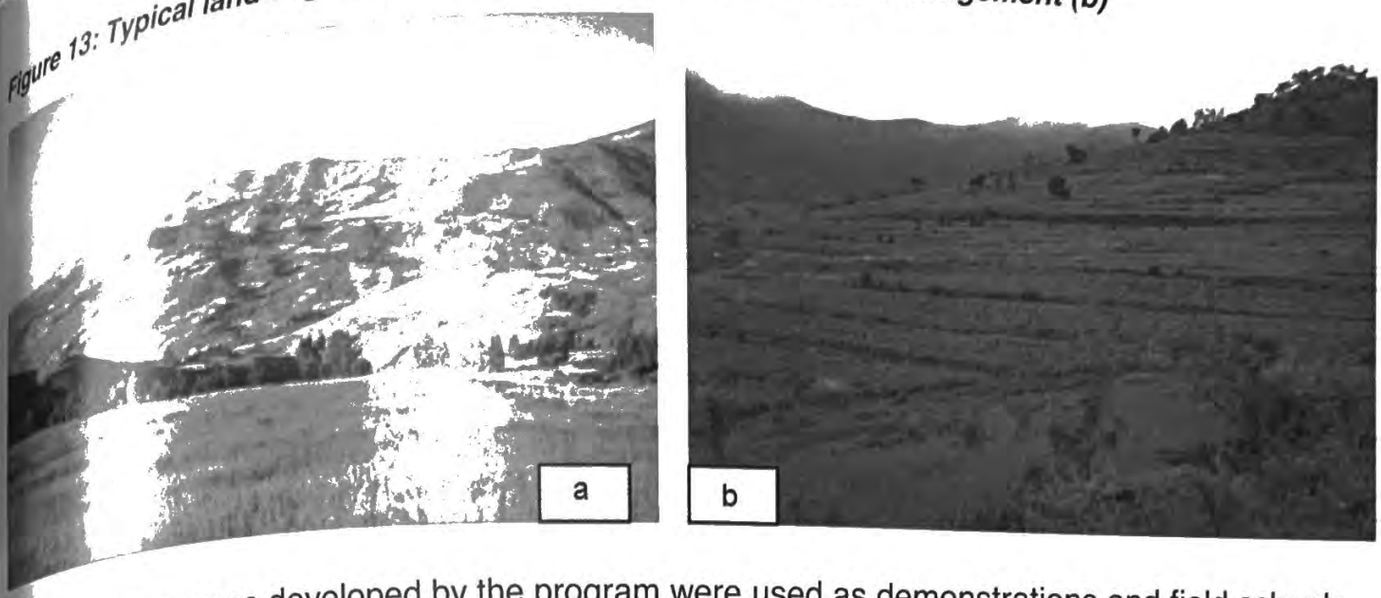
A total of 108 watershed areas were identified and studied during the third phase of the programme at a cost or around Birr 397,853, and with potential benefits for around 13,500 farmers (54% female).

Although the action began in one model integrated watershed area in each woreda, the operation expanded to 104 sites. In many of the model watersheds physical measures such as terracing and bund construction works were more or less completed. Biological measures included the planting of multi-purpose trees and shrubs. A holistic approach of watershed management involves the integration of soil and water conservation measures with social, economic and bio-physical measures, and the introduction of improved crop varieties and management practices, livestock breeds and livestock husbandry, improved forage, improved fuel saving stoves, improved beehives and bee forages, etc.

While some notable achievements were made in some of the pilot watershed sites where land degradation and gully formation were serious problems, much remains to be done in rehabilitating all the degraded areas in the programme zones.

The intervention has benefited an estimated 210,000 farmers (22% female). The improved watersheds support higher productivity of crops and increased production of fodder and fuelwood . SARDP invested a total of Birr 1.6 million. Local communities contributed their labour, cash and local materials.

Figure 13: Typical land degradation (a) and integrated watershed management (b)



The watershed areas developed by the program were used as demonstrations and field schools to create awareness. Integrated watershed management and development has become a core issue in the two programme zones as well as in the region as a whole.

The integrated watershed approach has been problematic at times due to the difficulties of bringing together the different disciplines involved in rural development. The tendency is for specialists to focus their area of expertise and avoid working in multi-disciplinary teams. Technical specialists also tend to prefer to implement a plan rather than get involved in participatory planning, monitoring and evaluation.

3.4.2 Gully rehabilitation

Figure 14: Revived gulley in Ketarie, Jama



Gullies are often formed on vulnerable land as a direct result of poor agricultural practices. The region is already threatened by extensive landslides which destroy considerable areas of land. The decline in crop, livestock and forest productivity as a result of gully formation was the major reason for SARDP to intervene in this alarming situation.

SARDP supported intensive training and exchange visits for farmers and extension staff. Participatory planning, implementation, and monitoring approaches were used in all programme woredas. As a result, more than 1,262 ha of gullies were reclaimed, become productive and contributed to improved livelihoods of 57,250 farmers (30% female). The total programme investment was Birr 1.0 million with community contributions of labour and materials.

Figure 15: Gulley rehabilitation, Jama



Gullies that had been severely degraded and barren were made productive and used for crop and fodder production, clean water and grazing (Figure 14 and Figure 15). It became possible again to cross gullies which had been impassable. The low cost, economic benefits and farmer acceptance of gully rehabilitation encouraged further treatment of gullies.

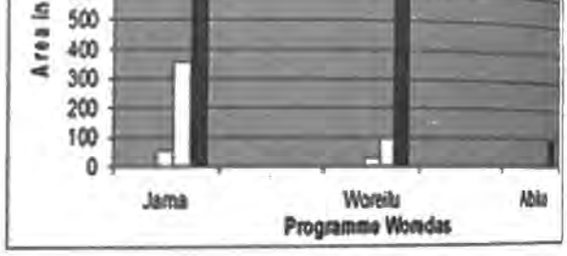
Both physical measures (e.g. check-dams) and biological measures (e.g. vegetation) were employed for land reclamation, and gully stabilization and rehabilitation.

A high level of community participation and ownership is the key to successful and cost effective integrated watershed management and gully rehabilitation. Communities should be involved from the beginning. The main activities include community discussions on the problem, collecting and documenting bio-physical data, setting intervention priorities, planning, implementation and participatory monitoring and evaluation. The watershed management committee should decide from the outset the future utilization of the reclaimed area.

3.4.3 Vertisol management

Farmers have traditionally used different methods such as lebesosh, shaga and shurubie to drain excess water on heavy clay "vertisol" soils in order to improve crop production. This traditional practice tends to be time consuming and leaves lots of unused space between the beds. As part of the participatory on-farm research, SARDP promoted the use of the "broad bed furrow" (BBF) method using a "broad-bed maker" (BBM) tool designed for that purpose.

Figure 16: Vertisol management using broad-bed maker



Programme woredas such as Jama, Woreilu and Dejen with large areas of vertisols participated strongly in the new technology (Figure 16). It was initially demonstrated to a few farmers in both programme zones with financial support of Birr 241,106. In Jama, for example, the broad-bed maker use increased from 355 ha in 2007 to 886 in 2008, while the traditional methods (lebesosh, shurubie and Shaga) were used on 29,154 ha. Jama started to manage their vertisols using cumber beds. More than 44 households prepared their vertisols beds (about 12 ha) using tractor operated machines, especially for wheat production. This improved wheat production in an area where crop production had been more or less abandoned due to water logging. In Woreilu, the use of broad bed furrows use has increased from 33 ha in 2006 to 880 ha in 2008, while the traditional practices also show slight improvement increasing from 4,450 in 2007 to 4,619 in 2008.

In some instances excess water drained from the vertisol area was retained in ponds and utilized for crop production during the dry season. Hundreds of hectares of land which would traditionally have been left fallow was cultivated with chickpea, grass pea and vegetables, benefiting 8,208 farmers (5% female).

3.4.4 Nursery operation and afforestation

Figure 17: Typical government forestry nursery (Huletju Eenesise)



Natural forest in South Wollo and East Gojjam is almost the sole source of biomass for household energy use. Because of the gradual decline of this resource, SARDP supported the establishment and strengthening of tree nurseries throughout the programme woredas. The support included on-the-job training, improved seeds from different sources, experience sharing visits and identification of appropriate forest nursery sites. A total of 142 government nursery sites were supported by the program through allocation of over Birr 2.2 million.

These nurseries have the potential to produce 80 to 135 million seedlings for planting on up to 12,000 ha annually. The program also promoted the establishment of private and community nurseries. Thus, 942 community and 3, 3701 individual nurseries were supported with over Birr 65,105. Individual nurseries and wood lots have become good source of income for resource poor farmers. The program also encouraged organized groups to work on seedling production. A few woredas transferred some government nurseries to such organized groups to enhance the sustainable production and marketing of seedlings. It is recommended that government nurseries should focus on producing seedling of indigenous or rarely occurring trees and leave production of eucalyptus to individual owners.

These nurseries have contributed positively to promote forest coverage in the programme woredas. A recent report of the zonal Agriculture and Rural Development offices showed that forest coverage in East Gojjam increased from 4.6% in 2004 to 7.5% in 2009. In South Wollo, forest cover increased from 4% to 7% during the same period. Considering the number of seedlings planted every year however, (more than 200 million in one zone alone) the forest coverage reported and observed is quite low. This is mainly due to the low survival rate of the planted seedlings. The feasibility of achieving the required target and sustaining a good portion of what is planted requires good follow-up, building the right skills, proper management, appropriate policy and ownership by the community.

3.5 Rural household energy

Figure 18: Improved fuel-saving stove



Wood, mainly from natural forests, cow dung and crop residues are the major source of energy in rural areas. The open fires used in the Ethiopian kitchen (usually an open fire with three stones) are not very efficient, have a risks of burns from unstable cooking pots and produce smoke from indoor cooking that contributes to serious long-term health problems (mostly for women). The large and increasing demand and dwindling supply of fuel-wood requires that energy saving technologies and other sources of energy are found. These technologies should save energy and so reduce the need for fuel wood, and should also avoid the risks to women's health.

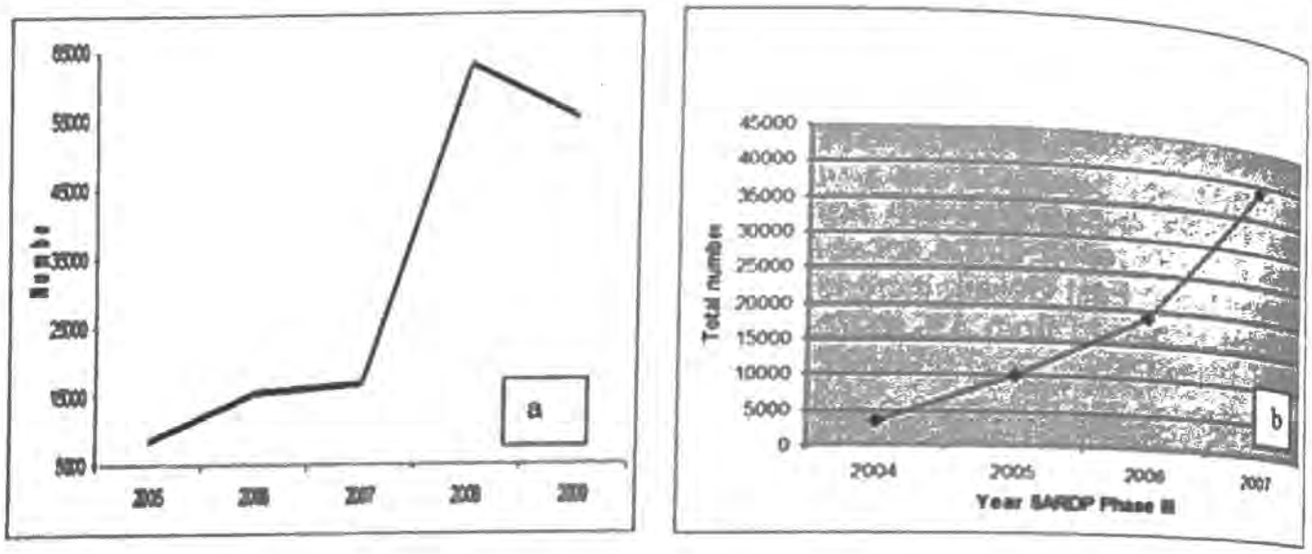
The program therefore provided support for training on the different fuel wood saving technologies, materials for fuel saving device producers, and production and marketing of

improved stoves. Fuel saving stoves were introduced and producer groups (mainly wom
formed in almost all program woredas. More than 40 stove producer groups were establishe
total. The programme invested around Birr 473,000 for all this support.

The high price of non-local inputs (e.g. cement) for stove production was mentioned as
limiting factor in almost all program woredas. Producers therefore developed stoves usin
locally available materials including pottery-lined mud. Fuel consumption is reported to b
reduced by at least 50%. It was also reported that health hazards have been reduce
significantly.

The experience gained on fuel saving stoves encouraged the zone and the region at large t
promote such technologies on a wider scale with several thousand improved stoves produce
and distributed every year. Since 2004, more than 2,651 farmers, most of them female, hav
been trained in the use and installation of these fuel efficient devices. The first trainees all use
the stoves and became the trainers of their fellow farmers. There are currently more tha
80,000 farmers in South Wollo and East Gojjam zones who have benefited from these
improved stoves (Figure 19).

Figure 19: Promotion of fuel saving stoves in E. Gojjam (a) & South Wollo (b) zone



The program also explored the possibility of solar energy as a possible alternative source of
energy. Thus, 24 solar energy devices were demonstrated to 300 (50% female) farmers at a
cost of around Birr 152,454.

Early maturing or fast growing tree species provide another way to increase the fuel-wood
supply. Fast growing trees can be planted in backyard plots and around homesteads. In East
Gojjam, for instance, the program assisted plantation of these trees on 300 ha with benefits for
1,500 households at a cost of Birr 6,559. In South Wollo, more than 5,800 households
benefited from planting fast growing trees at a cost of Birr 117, 157.

3.6 Agricultural research and extension services

Extension was an essential part of the agriculture and natural resources management
component of SARDP. Modernising the extension system and making it responsive to the
needs of farmers was a key goal of SARDP. This was supported through the introduction of
new and innovative approaches such as farmers research and extension group (FREG),
farmers training centres (FTC), farmer field schools (FFS) and on-farm research.

The program supported for the establishment of 91 FREGs, with 3 to 4 groups in each woreda, and with a total cost of Birr 198,011. These farmer research and extension groups have a total membership of 2,628 (12% females). A total of 50 farmer training centres were established or strengthened with a budget of over Birr 1.0 million. These centres provided training and demonstrations to 44,835 (41% female) farmers on a wide range of agricultural topics and most of the agricultural innovations and technologies promoted through the programme.

SARDP encouraged a bottom-up, grass-root extension programme to make extension more demand-driven. This encouraged effective operational linkages between extension, research, farmers and key institutions. A well organised and effective extension service is important for the development of agriculture in rural areas and to improve the welfare of farmers. The performance of extension is subject to the staffing situation, the commitment of staff, the focus on agriculture, and links to relevant institutions. The number of Development Agents has improved tremendously in the two programme-supported zones, increasing from 1,873 in 2006 to 3,210 by 2010. This provided for three Development Agents per kebele: one each for crop production, natural resource management and livestock. A high turnover of staff, lack of appropriate placement and involvement in many activities however, were constraints on the overall performance.

3.6.1 Capacity building for agriculture and natural resources management

Human resources development is essential to equip individuals with the knowledge, skills and competence they need to do their work and achieve their goals. This applies to farmers, extension workers, technical people, researchers and managers. This helps to build personal abilities well as the competence and reputation of local organisations and larger institutions. SARDP therefore put much emphasis on training and capacity development as part of the foundation for development of agriculture and natural resources management.

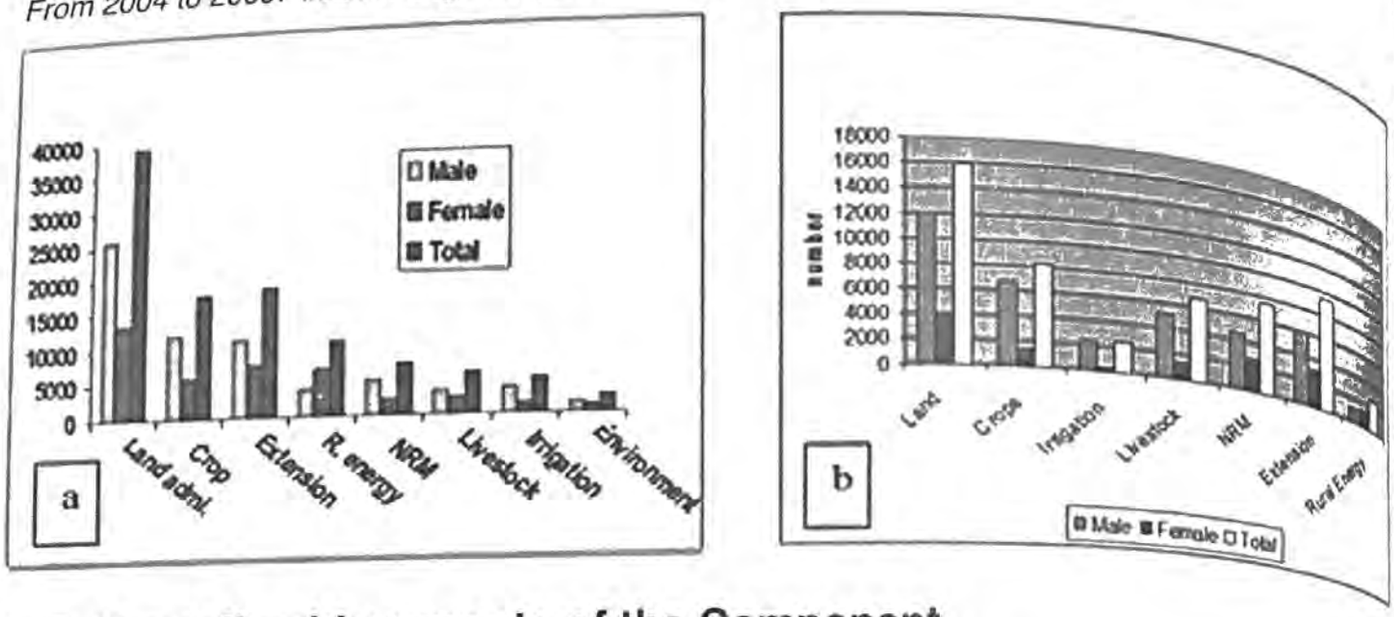
The programme responded to the high demand for training and provided a combination of courses, awareness raising, non-formal training, attitudinal change events, confidence building, exchange visits, and participation in the decision making process for woreda experts, Development Agents and farmers.

The various trainings, experience gaining visits, and workshops carried out over the years benefited more than 159,137 (34% female) people being mainly farmers. In all trainings, materials and manuals were available and distributed for future reference purposes. The total cost of this was over Birr 11.7 million. The average cost per head was found to be very reasonable at around Birr 74 (although this may be higher since data may be missing from the early part of the program). This nevertheless represents a very sound investment and good value for money.

The relatively high staff turnover required frequent training and capacity building. The problem was worse during the critical season of the year when staff had to leave for summer courses.

Figure 20: Training, experience sharing visits and workshops provided by SARDP III

From 2004 to 2009: in East Gojjam (a) and South Wollo (b)



3.7 Overall achievements of the Component

This section briefly reviews the overall performance of the component in terms of the achievement of its "outputs" and overall "purpose" as defined in the SARDP III logical framework (see Figure 2).

Output 1: "***Improved land administration and land use planning***".

The programme was largely successful in achieving this output. The Programme Document anticipated land certificates for 80% of the population, and land use plans in 60% of kebeles with 8 kebeles in each woreda implementing the plan.

A fully functioning land administration system was established and is successfully functioning. This involved a considerable amount of work in piloting, training and then establishing and implementing the system this work is supported by Land Administration and Use Committees in kebeles and sub-kebeles, as well as the Development Agents and woreda experts. All have been trained in land administration and land use.

Out of the total of 1,070,946 landholding households, a total of 1,006, 810 (99.5%) were registered and 1,000,348 (94.3%) issued with certificate. 26% of those issued with certificates have been entered onto the Information System for Land Administration (ISLA) computerised database.

There is evidence that the issuance of land certificates has indeed improved security and encouraged investments in the land such as soil and water conservation and improved farming practices. The number of land conflicts was also reported to have reduced (from 0.9 to 0.2 conflicts per household on average). There were also spin-off benefits from the implementation of this fairly demanding exercise in terms of greater community skills, cohesion, collaboration and confidence. The land administration part of this output has therefore been one of the major successes of the SARDP.

Efforts were made to support participatory land use planning in order to support better land use and also support watershed management and environmental conservation. Pilot studies were initiated in each woreda (one pilot kebele for each woreda) and around 37,800 people (35% female) were trained. All woredas finalized data collection and preparation of current land use, soil and landform maps but only a few managed to finalise the plan and start implementation.

The delays in the implementation of land use planning appear to come from the lack of capable staff, insufficient understanding and emphasis on land use planning in general, staff turnover and restructuring of government departments and the multi-faceted nature of land use planning. The programme recommends a simplification of the land use planning process so that it can be more easily understood and therefore used by all stakeholders. The programme also supported the establishment of 379 environmental clubs with a total membership of 56,508 (19% female).

Output 2: "***Increased crop production***".

The programme has been largely successful in achieving this output. The Programme Document anticipated that efficient seed supply systems would be in place and different crops and technologies would have been introduced, tested and adopted by farmers. Success in this output is crucial since crop production is by far the main source of livelihood for the rural populations.

Crop diversity, productivity and production levels have all increased in overall terms. The programme used innovative on-farm research and farmer field school approaches to identify, develop and test new technologies, and then support introduction through extension. Considering all major crops including wheat, teff, maize, barley and pulses, crop yield per hectare has increased on average from 11 to 14 q/ha for *meher* crops, from 5 to 11 q/ha for *belg* crops and from 36 to 58 q/ha for irrigated crops in South Wollo: and from 15 to 40 q/ha for the main rainfed crops, and from 54 q/ha to 137 q/ha for irrigated crops in East Gojjam.

Major success was achieved from the identification and introduction of improved seed, particularly for bread and pasta varieties of wheat. On-farm seed multiplication and linkage to the market also proved very successful with the Ethiopian Seed Enterprise extending the process with contract-based seed production. This has made good quality seed more easily and provided a good source of income for the seed producing farmers.

The introduction of new and improved fruit varieties and the wider availability of fruit tree planting stock from local nurseries improved the diversity of agriculture and provided a useful source of income and improved nutrition. The supported zones have a strong comparative advantage for fruit production. A total of 44 nurseries were established for tropical fruit, coffee and vegetable production with directly benefits for 57,000 farmers (27% female).

Output 3: "***Increased livestock production***".

The programme was largely successful in achieving this output. The Programme Document anticipated that improved livestock technologies would be introduced, tested and adopted by 25% of targeted households and controlled grazing / improved pasture would be introduced and adopted. There is a huge population of livestock in the supported zones and livestock play an important part in the mixed farming systems. The programme addressed all the main constraints facing livestock development and introduced, tested and promoted a number of useful technologies, many of which have been adopted.

Shortage of forage and feed is a major problem and overgrazing constitutes to land degradation. The programme supported the establishment of 105 forage nurseries which provided planting material to more than 127,500 farmers (38% female). New varieties were introduced and farmers trained and encouraged to expand their own fodder banks.

Improved breeds of dairy and beef cattle were introduced, mostly through improved artificial insemination services. 101 improved breeds of dairy heifers where provided to poor farmers to pass on to others. Improved sheep breeds were introduced through the on-farm research groups and benefitted 455 farmers (53% female). Income improvements were much enhanced when farmers combined improved breeds with improved animal husbandry, veterinary services

and fodder. The program also supported the establishment and initial operation of 12 milk collecting and marketing centres, with a total membership of 2,233 farmers (18% female).

Improved animal husbandry practices were promoted and a cattle fattening programme introduced. This was reinforced through upgrading of 51 veterinary clinics to provide improved coverage of veterinary services for an estimated 47,000 farmers (36% female).

Improved poultry breeds and technologies were also introduced with around 270 brooders and over 7,000 day-old chicks benefitting around 4,660 farmers (76% female). The BoARD and woreda agriculture offices increased the number of brooder and day-old chicks distributed and farmers have made local adaptations to the technologies.

Improved modern and "transitional" beehives were introduced and proved successful. Training and some material support brought improved beehives and management to over 7,000 households. Training for honey producer cooperatives supported their efforts and around 20,000 improved beehives were recorded over the last 4 years, mostly in South Wollo. Honey production and income has improved considerably. SARDP supported ARARI's research work on fish farming under farmer management.

Output 4: "***Improved management of natural resources***".

The programme was only partly successful in achieving this output. The Programme Document anticipated increasing coverage from 5% to 40% but the achievement is less.

Integrated watershed management was initiated with one model integrated watershed area in each woreda. The operation was subsequently expanded to cover 104 sites. In many of the model watersheds physical measures such as terracing and bund construction works were more or less completed. Biological measures included the planting of multi-purpose trees and shrubs. A holistic approach was promoted involving the integration of sound land, crop and animal husbandry with improved crop varieties, livestock breeds, fodder banks, fuelwood plantation and fuel-efficient stoves. The aim is sound land management with productive livelihoods. The programme also supported some gully control work which was useful locally.

The programme also supported afforestation generally through support for 142 government nurseries, 942 community nurseries and 3, 3701 individual tree nurseries. This has contributed positively to the increased forest cover recorded from 2004 to 2008 in East Gojjam (from around 5% to 8%) and South Wollo (from 4% to 7%).

Output 5: "***Improved energy situation of rural households***".

The programme was moderately successful in achieving this output. The Programme Document anticipated an increase in the number of households having woodlots (from 5% to 40%) and having fuel saving stoves (from 3% to 10%).

More than 40 improved stove producer groups were established and supported with training construction materials and marketing. Producers developed stoves using cheaper local materials Fuel savings of over 50%, improved safety and reduced health hazards (smoke) were reported. More than 2,651 farmers (mostly female) were trained in the use and installation of these fuel efficient devices. The first trainees all used the stoves and became trainers. There are currently more than 80,000 farmers in South Wollo and East Gojjam zones who have benefited from improved stoves. This should be around 8% of households.

Considerable support has been given to afforestation and the tree cover has increased significantly as mentioned above.

Output 6: "***Improved research and extension services***".

The programme was moderately successful in achieving this output. The Programme Document anticipated improved access to effective extension services (from 30% to 60%), better farmer – research extension linkages and manuals for agricultural extension.

The programme has developed approaches and built experience for some innovative research and extension approaches. These include on-farm research, farmer research and extension groups and farmer field schools. The programme has also established or strengthened a total of 50 farmer training centres which have provided training and demonstrations to nearly 45,000 farmers (41% female). The number of Development Agents has improved by 11% from 1,873 in 2006 to 3,210 by 2010. Many of these received some form of training through programme support. The programme produced different types of extension and training material covering a range of topics.

Output 7: "***Increased market-oriented production***".

The programme was moderately successful in achieving this output. The Programme Document anticipated that marketing centres, agriculture-based cooperatives and women's credit and savings cooperatives would be established.

Market orientation was integrated into many interventions, training and extension support, and further supported under the "Economic Diversification" component. Specific marketing initiatives included the of 12 milk collecting and marketing centres, honey producer cooperatives, and improved seed market opportunities, as mentioned above.

Contribution to cross-cutting issues: This component also contributed significantly to the cross cutting issues relating to gender equality, mainstreaming HIV / AIDS and environment. This is discussed further in Chapter 7.

Component purpose: "***Agricultural production and productivity increased, marketing of agricultural products and management of natural resources improved***".

The Programme Document anticipated increased agricultural / crop productivity (10% average for all crops), improved soil fertility (10%) and better access for agricultural products.

The various outputs of this component lead directly into the component purpose. Crop productivity was found to have been increased more than the target 10% on average. The component also helped to improve crop and livestock production systems through a wide range of technologies and approaches. Various technologies and approaches were developed and introduced for soil conservation and fertility (though not measured). Seed and livestock markets in particular were developed directly. The component also helped to improve natural resources management through integrated watershed management and afforestation, and also addressed household energy issues. Improvements in the research and extension services were supported through training and practical implementation of the many innovative approaches. Finally, the land administration system established has greatly helped to improve land tenure security and thereby helped to preserve of the resource base for agriculture.

Considering the relatively higher importance of crop and livestock production and land tenure security for the component purpose, it can be concluded therefore that the programme was largely successful in achieving the component purpose. In fact, the activities and outputs of the component went further than the criteria in the Programme Document and addressed a wide range of issues relating to agricultural production systems, marketing and management of natural resources.

4 INFRASTRUCTURE AND SOCIAL SERVICES DEVELOPMENT

Infrastructure and social services are fundamental for the growth of a nation and the well being of its people. Some infrastructure such as roads irrigation, etc directly supports economic growth. Other infrastructure such as water supply, sanitation, schools, hospitals, etc, support the provision of services needed for human development and well being. This component deals with the development of physical infrastructure as well as the related social services which were supported by the SARDP III.

The purpose of this component of SARDP III is "***infrastructure and social services improved***". The various outputs produced by the many activities supported through this component are presented below. This chapter ends with a discussion of how these have contributed to the achievement of the component purpose.

4.1 Road rehabilitation and construction

Access to markets was difficult for the rural population in the programme areas. Walking on foot and loading goods on pack animals was the most common mode of land transport in rural Amhara in general, and in the two program zones, in particular. During the rainy seasons pedestrians, pack animals and their goods, either for sale or consumption, have to stay for hours or days depending on the size of a certain river and level of its flood. The flood in small rivers recedes in a few hours and can be crossed on foot afterwards. However, the recession period of flood in big rivers might take days to crossover, not to mention the bigger rivers which are not crossable at all for the whole rainy season. It was not uncommon to lose lives of loved ones and domestic animals by floods at every rainy season.

The low road density (0.085 km/km^2) in the two program zones was believed to have hindered the economic and social activities and mobility of the rural population.. Mobility enhances social awareness, increases economic benefits, and facilitates the use of social and economic infrastructures such as access to markets, health institutions and schools. It is also important to note that accessibility supports the implementation of other development interventions such as power supply. Poor accessibility in the programme-supported zones therefore triggered the demand for community road development along with other rural development interventions of SARDP.

4.1.1 Road work carried out

The construction and maintenance of community roads and upgrading of selected community roads into rural roads by providing bridges and gravel surface had been some of the interventions of SARDP in roads development in the programme zones. A total of 1,251 km of community roads were constructed- 487 km in East Gojjam and 764 km in South Wollo. Moreover, 251 km of community roads were further upgraded to rural roads standard by providing gravel surface and adequate cross drainages including bridges where necessary. The upgraded roads were handed over to Amhara Rural Roads Authority (ARRA) so that those roads can be managed in a sustainable manner. Also, over 900 km of roads were maintained on annual or biannual basis. In addition, 10 bridges and 171 fords and culverts were constructed during the third phase of the programme. Including the contribution of Debre Elias woredas (Birr 1.2 million), more than Birr 54.6 million was used on these tasks, the lion's share of the budget was contributed from SARDP (Birr 38.7 million, or 71%) and the contribution from the beneficiary community was mostly in the form of labour (estimated at Birr 15.9 million, or 29%).

In order to enhance the road construction and upgrading activities about 350 construction and maintenance foremen were trained to lead the communities in road construction and maintenance. As community roads are maintained by the communities themselves, 1,736 road caretakers were trained from among the communities to organize and lead the communities in their respective roads in minor maintenance activities. Major road failures, which are beyond the capacity of the road caretakers, have to be reported to respective woreda Road Desks. The programme has invested over Birr 0.77 million to train foremen and road caretakers.

As a result of SARDP's contribution in community road development, quite a lot of achievements were observed in terms of road density, enhancing rural mobility, improving rural-urban linkage, and facilitating social and economic activities. The major ones are indicated as follows.

4.1.2 Main benefits

increased road density and improved rural accessibility: Almost all kebeles in the program zones are now connected to nearby all weather roads and woreda centres by dry weather roads. Those kebeles which are served by the upgraded roads enjoy an all year round road service. The road density in the two programme zones, which was 0.085 km/km^2 at the beginning of SARDP III, has increased to 0.13 km/km^2. The target for SARDP III (including the two years phase out period) was to increase the road density to 0.12 km/km^2, which has been surpassed.

Improved rural – urban linkage: The establishment of new markets and expansion of existing ones has been observed in several localities following the construction, maintenance and upgrading of roads. This has improved the rural – urban business linkage.

Enhanced rural mobility: The number of travels per year of a household has increased due to, particularly, the availability of all weather gravel roads. The dry weather roads have also been able to divert traffic from the main road to kebeles during dry seasons. Travel cost and travel time have been reduced. This has enabled farmers to sell their products at better prices and to buy agricultural inputs and industrial goods at lowered prices, thereby contributing to the improvement of livelihood of rural residents. Producers also have the option of hauling their produces to very far markets as long as they benefit more.

Economic and Social Services Facilitated: The construction of roads and bridges has also made travel safer (dangerous river crossings) and facilitated the supply of hydro power to remote rural towns. The expansion of the road network has also improved social services such as education and health.

Beneficiary communities: It is estimated that around 3.9 million people (845% of the population in the target areas of SARDP) have benefited from the road works out of which 2.5 million (64%) are female.

4.2 Water supply and sanitation

Access to potable water has been one of the major challenges of the Amhara Region though it is endowed with high water resource potential. In particular, most of the rural communities were fetching water travelling long distances to rivers and/or un-protected water sources, such as springs and ponds. Rural women and children waste much of their productive time in fetching water. Many communicable diseases in the rural areas can be attributed to lack of clean potable water. Children who are below the age of 5 were the most vulnerable group to water borne diseases.

The sources of drinking water in Amhara region vary with geographical location and climatic condition of the woredas. Woredas located in lowlands and hot areas depend mostly on surface and sub-surface water sources, such as river, ponds and springs which do not yield all year round. Woredas located in highlands have better opportunities; they use surface and ground water sources, such as rivers, springs, shallow wells and deep wells.

4.2.1 Water supply work carried out

SARDP III supported the development of 560 springs and 620 hand-dug wells in the two program zones. Well over 446,667 rural residents benefited from the provision of these clean and safe water schemes. In addition, 14,500 students benefited from the supply of water to 16 rural schools making use of hand dug wells.

Rural town water supply schemes were also constructed for 12 rural towns. SARDP has covered the cost of construction of the six woredas towns water supply schemes-Digo Tsion, Yedwuha, Amanuel, Segno Gebeya, Debre Eyesus in East Gojjam and Salmene in South Wollo zone. It has also co-financed the construction of the other six woreda town water supply schemes, viz., Dejen, Yejube, Lumame, Gendewoyen, Mertole Mariam in East Gojjam zone and Mekane Selam in South Wollo zone. These schemes benefited a total of over 93,067 residents of the woreda towns.

The total investment for the above water supply schemes (springs, had dug wells and woreda town water supplies) was Birr 32.5 million, of which about Birr 30.2 million (93%) and Birr 2.3 million (7%) was contributed from SARDP and the beneficiary community, respectively. .

4.2.2 Training supported

In order to accomplish these tasks and to sustain the benefits, trainings were provided to different categories of the government staff and communities. Accordingly, 176 artisans were trained on capping springs, construction of hand dug wells and pipe installation. About 1,632 water caretakers were trained so that they could assist in improving hygiene and sanitation practices in rural areas. In addition, more than 4,481 water users' committee members were trained to manage, operate and maintain the schemes to assure sustainability of the structures. All developed water supply schemes were handed over to water supply users' committees. Each developed scheme has five committee members (about 40% female) elected from among each beneficiary community. The established water committees are responsible for collecting water charge fees from each beneficiary. Water committees in rural villages collect a water charge fee of Birr 5-10 from each beneficiary household and the rural town water committees collect fees monthly according to water meter reading in each household and daily from each public water fountain user. All water committees shall save the collected money for future operation and maintenance of the schemes. These committees basically offer the possibility of increasing the level of ownership at community level.

4.2.3 Increased coverage and other benefits

Increased coverage: Improved access to clean water by a larger number of households is the main benefit of the water supply work supported. This is also a direct benefit.

Table 3 shows the increase in coverage of potable water supply in East Gojjam and South Wollo zones. This shows strong increases in coverage in both zones but particularly East Gojjam. This was due to the relatively high coverage for South Wollo in 2004, which was due to the presence of NGOs engaged in the development of the water sector together with the relief operation. As seen in Table 3, much of the increase in coverage can be attributed to the SARDP investment.

Table 3: Increase in coverage of potable water supply (%)

	2004	2010	Total change in % points	Change in % points attributed to SARD
East Gojjam:	19%	69%	50	
Urban:	25%	78%	53	28
Rural:	13%	60%	47	27
South Wollo:	40%	72%	32	30
Urban:	52%	80%	28	12
Rural:	29%	64%	35	2
				21

Reduced distance to collect water (mainly for women and children): Improved access to a nearby potable water supply reduced the time women and children spend collecting water (from 23 to 12 minutes on average). This gives them more time to do other tasks or rest. This also reduces the temptation to use infected water from a nearer source.

Improved health: Improved access to clean water will allow improved hygiene and strongly reduce of infections from diarrhoea and other water-borne diseases, particularly if reinforced by preventive health campaigns.

Community Ownership: The committees or associations established to administer the water supply schemes improve local ownership and the likelihood of satisfactory maintenance.

Community Based Operation and Maintenance: The community based operation and maintenance is an approach in which rural communities assume control and responsibility for the day-to-day management of the water schemes and sanitation facilities. The approach is a means through which communities develop the capability to independently manage their facilities. It is geared towards self-reliance, local democracy and equity as it gives community members, including women, greater opportunity to take part in management decisions

4.3 Small-scale irrigation(SSI) development

Rainfed crop production can be unreliable, and drought and crop failure are not unknown, particularly in South Wollo. Irrigation can greatly increase productivity and the reliability of production in the face of uncertain rainfall and drought. Irrigated agriculture is becoming increasingly important as population density, land degradation and rainfall uncertainty increase. Irrigation has great potential to improve food security and income.

Considerable surface and underground water resources exist for the promotion of irrigated agriculture in both supported zones. East Gojjam zone has a potential of 167, 760 ha irrigable area, but only 18% of irrigable area of land is irrigated. South Wollo zone has a potential of about 115,000 ha, but only 26% of this is irrigated. Much irrigated agriculture uses traditional irrigation systems which could be improved. Recognizing the need and the opportunity, SARDP supported the development of irrigation and use of improved practices in all program-supported woredas.

4.3.1 Irrigation development work carried out

During the implementation of SARDP III, including the phase out period, 63 rivers were diverted and 53 springs developed for irrigation. A total of 75 traditional schemes were upgraded, 3 barrages and 20 ponds were constructed and pump irrigation was introduced in three sites. In overall terms, SARDP III supported construction of 161 irrigation schemes, with a total

command area of 4,604 ha benefiting at least 18,000 people (17% female). The total cost was estimated at Birr 20.8 million, of which Birr 18.1 million (87%) was invested by SARDP and about Birr 2.7 million(13%) was contributed by the beneficiary community as material and labour.

According to secondary sources, a total area of only 2,478 ha was irrigated in the programme areas by modern irrigation systems before the launching of SARDP III (July, 2004). SARDP III enabled the irrigation of around 4,604 ha of land in the two programme zones and this increased the total land area irrigated by modern irrigation methods in the two zones to over 7,000 ha. Well over 44,000 ha of land in the two programme zones is still being irrigated through traditional irrigation methods.

The construction of irrigation schemes facilitated the introduction and adoption of high value crops in almost all irrigation areas. These included improved potato varieties, hybrid maize, wheat, barley, field peas, grazing lands, fruits and vegetables (onion, shallot, tomato, cabbage, carrot and in some rare cases Irish potato). Vegetable production in and around SARDP constructed and other traditional irrigation schemes has more than doubled over the period of SARDP III and has became a lucrative farm activity. This has encouraged farmers to grow outside of the irrigated (command) area on plots along the canals.

The program also assisted the establishment of 10 vegetable grower groups through a budget support of Birr 24,772 which was spent mainly for training of 434 (37% female) water-user committee members in East Gojjam zone. From 2004 and 2008, the program also provided 5,765 kg of seed at a cost of Birr 131,275 for 5,838 farmers (29% female).

The program also demonstrated drip irrigation as a very effective way of utilizing surface and underground water for high-value cash crops. This technology was demonstrated at a cost of Birr 0.82 million for 4,019 farmers (61% female).

4.3.2 Ownership issues: the "water-user associations"

Sustainability of the irrigation schemes was a primary concern of the program. Sustainability was enhanced through the establishment of new "water-user associations" or strengthening the existing ones. The water user associations received technical and management support from the woreda and zonal experts. A total of 59 water-user associations were formed or strengthened with a membership of 2,678 members (23% female). Six of these have been recognized as cooperatives and received financial support of Birr 239,820 from SARDP. These water-user associations facilitate proper distribution of water, manage local conflicts, maintain irrigation schemes and look for market opportunities for their associations.

All completed irrigation schemes were handed over to respective water users' associations or committees for the operation and maintenance of the schemes. Committees are temporary structures until the associations are acknowledged by the relevant government body. The associations are responsible to administer the irrigation schemes, regulate water use, collect membership fees for future maintenance and settle disputes within and outside the association. These committees created sense of ownership and empowerment among the beneficiaries that should improve the sustainability of the schemes.

A total of 130 water-user committees and 35 water-user associations were established in the two program zones. The irrigation farm sizes of individuals vary between 0.20 and 0.50 ha, depending on the number of members, size of irrigable land and the potential of the irrigation scheme. These committees or associations are generally well organized and effectively operated by farmers. Each committee/association has seven elected members, of which 2 (29%) are female. The water-user associations are farmers' organizations for the benefit of

farmers. Association leaders or committee members are accountable to the general assembly of all irrigation users. The associations may also have other managing bodies such as controlling committee and team leaders for each block of irrigated area.

4.3.3 Main benefits

Increased agricultural production and household income: The development of irrigation schemes has greatly increased production and thereby improved household food security and income for those involved in irrigation. Irrigation enabled farmers to produce different high value crops and vegetables up to three times a year. Significant number of irrigation farmers have significantly improved their living conditions from the extra income generated. This can be seen from the improved houses and other assets of many irrigation farmers.

Introduction of new technologies: It was previously uncommon to see motorized water pumps in the programme-supported zones. SARD demonstrated the usefulness of motorized pumps for irrigation and these are now in demand. The BoARD has started to distribute such water pumps to all woredas in the regional state.

Improved farming practices: Farmers have started implementing improved cultural practices such as row planting, improved seed bed preparation, spacing, furrow and drip irrigation to enhance production and productivity of irrigated crops.

4.4 School facilities construction and rehabilitation

The schools in rural areas before SARDP were inadequate. Schools were far apart, the buildings were poor and they were not well equipped. Most rural children were too busy with cattle herding and other agricultural activities to come to school. Fewer girls went to school than boys. The education of girls was not so highly valued, and they were needed at home. In addition, female students were at risk of abduction as they travelled the long distances to school. SARDP therefore provided support to help improve the coverage and quality of primary schools in the programme-supported zones. This covered both the formal and the informal schools.

4.4.1 School construction and rehabilitation work carried out

SARDP support focused primarily on construction of new schools, upgrading, rehabilitating or maintaining of existing schools, construction of alternative basic education centres and supply of school furniture.

Over the six years of implementation, some 127 primary schools, 90 alternative basic education (ABE) schools and 24 satellite schools, totalling to 241 schools were constructed with the support of SARDP. Moreover, 261 additional classrooms to existing schools, 19 school toilets for girls and 7 girls' dormitories were constructed. In addition, more than 133 schools were maintained or rehabilitated during the period referred.

The 241 primary, ABE and satellite schools were built at a cost of Birr 12.44 million (about Birr 51,618 per school) of which Birr 9.07 million (73%) was contributed by the programme and Birr 3.37 million (27%) was contributed from the community in the form of labour, material and cash. The construction of the 261 additional classrooms and maintenance of 133 schools was carried out with an outlay of about Birr 14.5 million, of which Birr 9.8 million(68%) came from SARDP and Birr 4.7 million(32%) was contributed by the community in kind and cash.

To improve the quality of education, more than 26,842 combined desks and 5,251 educational materials (such as books) were procured and supplied to primary schools. A total of 3,055

teachers, and kebele education committee members were trained. The total investment for these activities from SARDP was about Birr 9.6 million.

Most of the construction, expansion and maintenance of primary schools was carried out by local masons and carpenters through contractual agreements signed with the respective offices. Externally sourced building materials (such as cement, corrugated iron sheet, nails and the like) were procured and supplied by the woreda offices of education. Casual labour and local materials was contributed by the community. In some cases, the construction of the school was contracted out to private contractors, due to the complexity of the building. Most of the schools in the rural areas, were constructed with timber and mud so as to be cost effective. This enabled more classrooms to be built with the limited budget allocated from the different budget sources.

4.4.2 Main benefits

Increased number of primary schools: The number of primary schools in the two zones was 704 in 2003/04. SARDP supported the construction of 241 new schools while other stakeholders constructed 196 to increase the number of schools to 1,141. The SARDP contribution alone increased the number of schools by 34% which was above the planned target of 30% (see Table 4).

Table 4: SARDP's contribution to Primary Education

Number of primary schools in July 2004	No. of new primary schools constructed from 2004 to 2010 and % increase					
	By SARDP		By other stake-holders		Overall increase	
704	241	34%	196	28%	437	62%

Improved coverage and enrolment: Where schools are available, every household sends its children to school. Female children are no longer kept away from school as the fear of abduction is minimal since the school is near to home. The gross enrolment rate was reported to have increased from 68% to 98%, meaning that almost all are now going to school. It is to be noted also that the number of drop-outs decreased significantly as schools were built near to villages. Adults now have the opportunity to start learning or continue interrupted education because of the provision of alternative basic education schools near their villages.

The average time needed to walk to the nearest primary school decreased from 35 to 23 minutes (SARDP Impact Assessment). Education department data indicates that nearly all the primary-school-aged children in the programme woredas now attend school (up from two-thirds). The participation of girls is only slightly lower: (91% for male and 90% for females).

Quality of education: The quality of education has also improved due to the improved educational materials, school furniture and other facilities, as well as the greater emphasis and recognition of education. The training of all stakeholders in education (experts, farmers, teachers, etc), which contributed to the improvement of the quality of education, was financed by SARDP.

Improved acceptance of new agricultural technology: Educating farmers has created awareness on the benefits of new technologies. Nowadays, adult education centres, built in the programme areas, helped the farmers to familiarize themselves with new agricultural technologies together with the formal education provided by these centres. Moreover, the adoption of new technologies is improved due to the improved knowledge of children which is passed to their parents, and the demonstrations made in nearby schools.

4.5 Health facilities improvement

The main health issues in the programme-supported zones were malaria, lack of clean water, poor sanitation, poor hygiene, water-borne diseases, inadequate of family planning services, inadequate facilities for giving birth and the risk of maternity deaths, infant mortality, of child birth

SARDP aimed to address these important health issues to improve the welfare and livelihoods of the rural communities in the programme areas. The provision of health facilities was one of the foremost interventions of the programme to improve rural livelihoods. The programme therefore supported the construction of health posts which are capable of serving up to 5,000 people, upgrading of health posts to health centres and construction of new health centres which can serve 25,000 people. SARDP also provided the required medical equipment and furniture for these health facilities so that the quality of health service could be improved.

4.5.1 Health facilities improvement work carried out

Over the six years of SARDP III, 267 health posts were constructed and 20 others were maintained at a cost of Birr 10.8 million-79% from SARDP and the remaining share (21%) from the community. In addition, 7 new health centres were constructed, 30 health posts were upgraded into health centres and 5 additional bocks were built for 5 health centres and equipped with different facilities. These health centres and additional blocks were built at a total cost of around Birr 11.9 million: 81% from SARDP and 19% from the community.

To improve the quality of health service delivery for rural communities, 267 sets of medical furniture and / or equipment were provided to health posts and health centres at a cost of Birr 2.4 million from the programme. In addition 1,579 experts, development agents, health extension workers, farmers and people living with HIV/AIDS were provided with appropriate training, at a cost of Birr 363,031 (about Birr 230 per trainee).

Table 5 shows the large numbers of different types of health facilities constructed compared to the number on 2003 / 04. This shows that the SARDP contribution increased the number of health posts by 267 or 63%, and the number of health centres by 37 (128% increase. These are both above the target of 30%.

Table 5: SARDP's contribution to construction of health facilities

Type of health facility	No. of health facilities in 2003 / 04	No. of health facilities constructed from 2004 to 2010 and % increase					
		By SARDP		By other stakeholders		Overall increase	
Health Posts	421	267	63%	86	20%	353	83%
Health Centres	29	37	128%	21	72%	58	200%

4.5.2 Main benefits

Increased health service coverage: Due to the intervention of all actors, SARDP being the major one, the health service coverage reached to 92 (91% in East Gojjam and 92% in South Wollo. This shows that nearly everyone had access to primary health care (up from just one-third). The walking distance to the nearest health facility was found to have been reduced from more than an hour to 35 minutes (SARDP Impact Study).

Reduced children under five mortality and maternity death rate: The construction of health centres, with wards for children and pregnant women, has improved the availability of health services and contributed to the reduction of maternal and infant mortality. The shelters constructed for vaccination services have enabled a large increase in the vaccination coverage of children and pregnant women.

Family planning: The SARDP contribution has helped to improve the family planning service coverage. Uses of contraceptives, including implants, have become common practices in the rural women with the agreement of their spouses.

Increased focus on preventive health: The improved coverage of Health Extension Workers has improved the coverage of preventive health programmes which educate households on basic hygiene and how to protect themselves against major diseases such as malaria and diarrhoea.

4.6 Overall achievements of the Component

This section briefly reviews the overall performance of the component in terms of the achievement of its "outputs" and overall "purpose" as defined in the SARDP III logical framework (see Figure 2).

Output 1: "***Increased road density***".

The programme was completely successful in achieving the target set for this output. The Programme Document anticipated an increase in road density from 0.085 to 0.12 km/km^2. Road density was actually increased to 0.13 km/km^2, and the target surpassed.

SARDP supported construction of 1,251 km of community roads and upgrading of 251 km of community roads to rural roads. The programme also supported the construction of 10 bridges and 171 fords and culverts. The programme also trained road foremen and road caretakers (1,736). Newly constructed roads were taken over by the Amhara Rural Roads Authority (ARRA) for management and maintenance. The many potential benefits from improved rural and rural-urban accessibility and mobility appear to have been achieved.

Output 2: "***Wide coverage of water supply and sanitation***".

The programme was completely successful in achieving this output. The Programme Document anticipated an increased number (unspecified) of water point protected and managed.

The programme supported the development of 560 springs and 620 hand-dug wells in the two program zones, and also supported the construction of water supply schemes for 12 rural towns. The coverage of potable water supply increased from 19% to 69% in East Gojjam, and from 40% to 72% in South Wollo. Water-user associations were formed and trained (4,481 members) to take over and manage these water supply systems.

Output 3: "***Traditional and modern small-scale irrigation development schemes increased***".

The programme was completely successful in achieving the target set for this output. The Programme Document anticipated that the area under small-scale irrigation should be increased by 100%.

During the implementation of SARDP III, 63 rivers were diverted and 53 springs developed for irrigation. A total of 75 traditional schemes were upgraded, 3 barrages and 20 ponds were constructed and pump irrigation was introduced in three sites. In overall terms, SARDP supported construction of 161 irrigation schemes, with a total irrigated area of 4,600 ha benefiting at least 18,000 people (17% female). This represented an increase of 186% in the 2,478 ha irrigated using modern irrigation systems at the start of the programme.

Output 4: "***Formal and non-formal schools facilities constructed and rehabilitated***".

The programme was completely successful in achieving this the target set for output. The Programme Document anticipated that access to primary education would be increased by 30%.

Over the six years of implementation, some 127 primary schools, 90 alternative basic education (ABE) schools and 24 satellite schools, totalling to 241 schools were constructed with the support of SARDP. Moreover, 261 additional classrooms to existing schools, 19 school toilets for girls and 7 girls' dormitories were constructed. In addition, more than 133 schools were maintained or rehabilitated during the period referred. Combination desks (26,842) and educational materials (5,251) were also provided and a total of 3,055 teachers, and kebele education committee members were trained.

The total number of schools supported by SARDP was 241, representing a 34% increase on the 704 primary schools in operation in 2004. The gross enrolment rate was reported to have increased from 68% to 98%.

Output 5: "***Quality and service rendering capabilities of the health facilities improved in particular for family planning and HIV / AIDS control***".

The programme was largely successful in achieving this output. The Programme Document anticipated that access to health facilities should be improved by 30%. The Programme Document also anticipated that health workers in all supported facilities should be trained (including 5 traditional birth attendants in each kebele) and family planning and HIV / AIDS services should be available .

Over the six years of SARDP III, 267 health posts were constructed and 20 others were maintained. In addition, 7 new health centres were constructed, 30 health posts were upgraded into health centres and 5 additional bocks were built for 5 health centres and equipped with different facilities. The 267 health posts constructed was an increase of 63% compared to the 421 operating in 2004. The 37 new or upgraded health centres increased the number of health centres (originally 29) by 128%. These are both well above the target of 30%.

Training was provided for a total of 1,579 experts, development agents, health extension workers, farmers and people living with HIV/AIDS. In addition, 267 sets of medical furniture and / or equipment were provided to health posts and health centres. The programme could probably have done more to ensure that these considerable efforts in infrastructure development brought real benefits to women and HIV / AIDS infected and affected households through putting a greater focus on building family planning and HIV / AIDS services

Contribution to cross-cutting issues: This component also contributed significantly to the cross cutting issues relating to gender equality, mainstreaming HIV / AIDS and environment. The component supported HIV / AIDS mainstreaming directly as discussed above. Environmental impact concerns were integrated into all construction work. This is discussed further in Chapter 7.

Component purpose: "***Infrastructure and social services improved***".

The Programme Document anticipated that coverage would be increased for potable water supply (22% to 40%), education (63% to 80%) and health services (39% to 55%). Water borne diseases should also be reduced (by 50%) and transport costs reduced.

The various outputs of the component mostly lead directly into the component purpose and the programme was successful in achieving or largely achieving all of the outputs. Potable water supply coverage was increased by 60 percentage points in East Gojjam and 32 percentage points in South Wollo (both exceeding the target). The coverage of health services was also expanded through new health posts (increased 63% and health centres (increased 128%). Although information was not available on the incidence of water borne diseases, the improved coverage of potable water and health facilities would be expected to have a strong impact. For education services, the number of primary schools was increased by 34% and the gross enrolment rate by 30%. The road density was increased to more than the output target of 0.12 km/km^2, and access greatly improved through the many bridges, fords and culverts constructed. Informal evidence suggests that transport is more accessible and at a lower cost, and that mobility has increased. In addition, the area under modern irrigation was increased by 186% (compared to the output target of 100%).

It can be concluded therefore that the programme was more or less completely successful in achieving the component purpose. The infrastructure improvements provided trough this component provide the physical foundation for different aspects of the other components. While the infrastructure has been successfully established and handed over, satisfactory operation and maintenance will undoubtedly be very important issues for the long term sustainability and success of the infrastructure.

5 ECONOMIC DIVERSIFICATION

It has become increasingly difficult for the farmers in the programme areas to rely on agriculture as the sole source of livelihood. It is important therefore to balance the support for development of agriculture with support for development of opportunities for off / non-farm enterprises and employment. This is what the SARDP Economic Diversification component tries to do.

The Economic Diversification component was carried out in the context of Ethiopia's Agricultural Development Led Industrialization policy, and specifically to (i) intensify the micro- and small-scale enterprise development in both urban and rural areas, and (ii) take some segment of the rural population away from the already overburdened farming land.

The purpose of this component of SARDP III is "***income generating opportunities diversified and household incomes increased***". The various outputs produced by the many activities supported through this component are presented below. This chapter ends with a discussion of how these have contributed to the achievement of the component purpose.

5.1 Demand-driven Business Development Services (BDS)

Business development service(BDS) refers to a range of non-financial services used by entrepreneurs to help them develop and operate their businesses efficiently. The intervention support is focused mainly on three interrelated activities: (i) enhancing the capacity of woreda level government BDS supporting organizations; (ii) training of entrepreneurs primarily in areas of off/non-farm local skills and business management; and (iii) the establishment of business incubation centres or commonly called Community Skills Training Centres (CSTCs).

5.1.1 Woredas BDS provision capacity strengthened

At woreda level, the BDS sector was virtually non-existent and is a recent phenomenon. Support was provided to enhance the planning and implementation capacity of business development services provided by the woreda Micro and Small Enterprises (MSE) and cooperative promotion offices. Their staffs including frontline extension workers were trained in BDS provision. Different types of training were conducted in topics like business management, BDS provision, gender mainstreaming, etc. During SARDP III, a total of 1,353 BDS providers (67% female) were trained and supported with office equipment for their activities. As a result, woreda MSE offices are now active in BDS delivery in all of the thirty program woredas, with each woreda having three BDS providers. Entrepreneurs' perception and awareness has improved over time. BDS providers contact MSE offices and those responsible in dealing with such types of services.

Basic business management trainings were provided to 70% of the BDS providers in order to expand business development in the programme areas. During SARDP III, more than 46% of the registered business operators in the program woredas were linked to and reached by these BDS providers. This is an encouraging result when compared to the target of 50%. Apart from strengthening the existing government BDS delivery, the programme also initiated commercial BDS delivery in the woredas which piloted the Enterprise Development Facility (see Section 5.2).

5.1.2 Off / non-farm business skill training

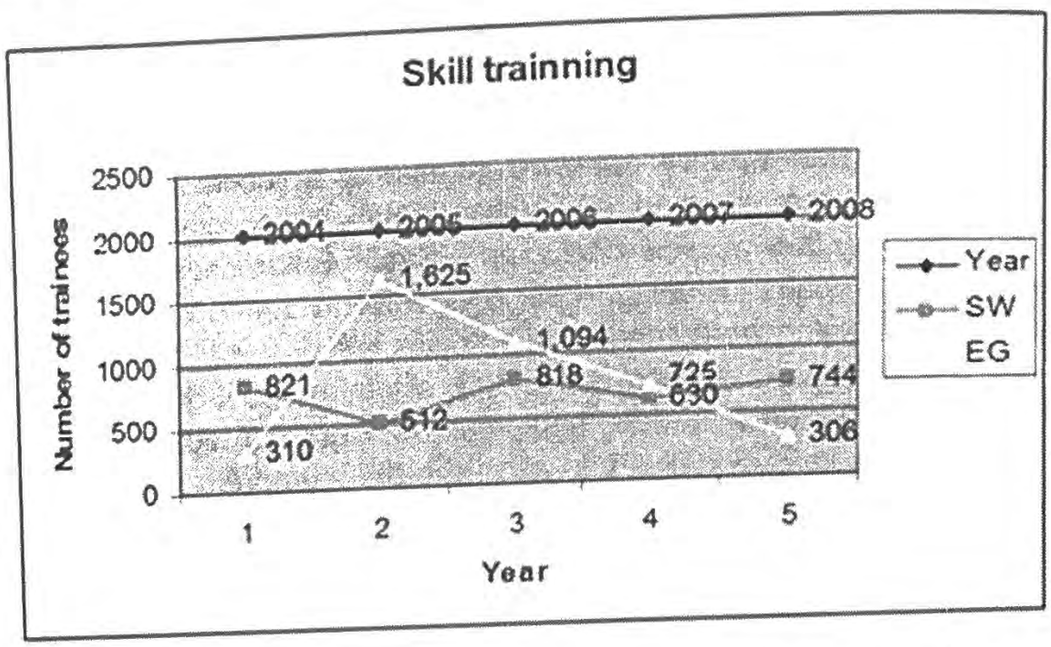
Technical skill is an essential prerequisite for business development. Despite its importance and the availability of some CSTCs in the programme woredas, funds for vocational training were hardly available either from government or communities. SARDP has supported skills training programs since its inception.

The target groups of the program are mostly youths and adults with secondary education (10th grade complete), but who are unable to continue their education and become unemployed youth. These are mostly school drop outs.

During the third phase, a total of 12,751 (4,210 in East Gojjam and 8,541 in South Wollo) unemployed people from the programme-supported zones were trained in various skills (wood work, metal work, weaving, construction, leather works, handicraft, etc). The aim was to help them start and run growth-oriented enterprises. More than 37% of trainees were female (33% in East Gojjam and 42% in South Wollo)). A total of 60% of all 7,585 trainees in the two programme zones were supported by the programme (4,060 in East Gojjam and 3,525 in South Wollo).

The programme has spent, on the average, Birr 1,127 per trainee (Birr 1,303 in East Gojjam and 951 in South Wollo). The average unit cost over the implementation period of the programme tended to increase over time and also varied across woredas. Although the unit cost increment over the years looks logical, the difference between the two zones needs some explanation. The unit cost of training programme in South Wollo looks lower simply because such skill training programme in the zone have been matched with funds from either Productive Safety Net Programme (PSNP) and other food security programmes. Seen overall, with such an investment cost it was possible to build capacity of the unemployed youth sufficiently to start and run a successful business.

Figure 21: Number of unemployed youth trained in local skill trainings



Apart from financing the training courses, grants in the form of tools have been extended to the trainees in order to enable them a smooth business start up.

With regard to the impact of the skill training programs, reports and monitoring visits indicate that there is a clear improvement in the employment and livelihood of the beneficiaries. The trainees improved their educational level sufficiently to be able compete in the local labour market. They also and gained a strong motivation to actively strive for any sort of self-employment or income generating activity both individually or in groups. An assessment carried out by SARDP (2008) indicated that skill training has greatly improved the lives of the vast majority of the trainees. As a result of the training, the trainees were able start businesses and thereby produce some income Of the surveyed beneficiaries, more than 60% reported that their income from the business and supplementary sources was sufficient to cover household needs. Moreover, of the trainees who took loans, nearly 70% had repaid their loans timely and more

than half of them (53%) responded that they had been able to expand their business or start a new one. The survey findings show that majority of the sample respondents (83%) reported that their business had enabled them to improve their living condition. This shows that skill training is gradually increasing and has enhanced job creation and income earning capacity. Some reasons could be cited for such achievements.

Unlike previously, the skill training programmes in SARDP III were selected in line with the findings of the market analysis and the training needs assessment undertaken. The more focused training which resulted definitely helped the graduates to find employment or at least to generate some sort of income. The skill trainings were differentiated essentially into three types, depending on the level of education of the participants; namely,

1. Training courses especially for illiterate people, such as sewing, embroidering, building of fuel-saving stoves, mud-block production, pottery, home-management or horticulture, fattening, poultry etc are geared towards livelihoods and are thus meant to enable the trainees to directly improve their personal living situation

2. Training courses for people with some sort of school education, such as tailoring, dry food preparation, bamboo work and all types of basic construction and welding are primarily geared towards market needs and are meant to enable their trainees to produce/provide marketable products and services. In the absence of occupational standards, the training goals for both groups are formulated as minimum learning competences.

3. Training particular groups such as young school leavers and dropouts who primarily want to improve their educational qualification by acquiring new skills. Since these groups are more homogeneous than the target groups mentioned above their training has been much more standardized. Such trainings are mostly and typically offered at Technical and Vocational Education and Training (TVET) colleges.

As well as organizing technical training, CSTCs were also concerned with the ability of trainees to find appropriate jobs. This basically, deals with linking the training and the trainees to the world of work. Most training courses include an entrepreneurship component that most coordinators or technical trainers are able to provide. This component also enables the trainees to (i) organize a small cooperative; (ii) start saving; and (iii) get access to credit. It has been taken as a guiding principle by all programme woredas that the unemployed youths need to take both basic business management training as well as skills training as the combination of the two is the foundation for opening and operating any business.

5.1.3 Skill Training Centres established

The Programme also supported the establishment of new training centres and strengthening the existing ones with different tools, materials and equipment.

During the programme period, a total of 14 CSTCs (8 in East Gojjam and 6 in South Wollo) were established or strengthened. In most cases, this involved improving the existing buildings and / or added new ones, usually a workshop. Almost all of these centres are equipped with the necessary tools and equipments to offer training, at least in three different skill areas and some are with the capacity of providing up to 12 different skill training areas. Most of the CSTCs are equipped with hand tools; only few of them have high level machines and they are serving not only as training centres but also as incubation centres through the provision of work space and additional equipment.

As a result, this process resulted in an improvement of the image of skill training centres and the importance of being trained in such skills. Trainers got an opportunity to attend their

courses in the vicinity. The demand for such training programs increased tremendously which in turn led to an increase in allocation of budget by the programme woredas.

In spite of these achievements, needs assessment studies were not always carried out. This sometimes led to similar trainings being given in the same locality, resulting in competition for a limited markets. The major challenges associated with skill training programs included were (i) the limited capacities of the training centres, particularly in terms of qualified trainers and (ii) weak monitoring and evaluation systems incapable of capturing the changes made by the trainees. It is learnt that training should aim at helping micro and small entrepreneurs to acquire specific skills for running their business profitably. Business development training need to be based on a good knowledge of the micro and small enterprise markets and needs.

The most effective training programs are those aimed at upgrading the skill level of existing workers and those already employed, or their children (particularly the children of the entrepreneurs). By doing so, the training can be tailored to appropriate product groups and appropriate levels of mechanization. Those trained, immediately enter the production process, where hopefully their newly-acquired skills will immediately be put to work.

Moreover, a serious attempt to reduce poverty needs more effort than skills training. Training is a requirement for business development; but is not all that is needed. Other activities discussed elsewhere in this chapter should always be considered for success.

5.2 Enterprise Development Facility (EDF)

The enterprise development facility (EDF) was implemented as a replacement of the business investment fund (BIF) that was originally planned as part of the programme. The purpose of the EDF was to create access to finance for rural off/non-farm enterprises which generally cannot access credit from the formal financial markets. The facility has been a core intervention of the economic diversification component in that it has not only facilitated access to finance but also initiated private business development services, networking and organizational development.

5.2.1 Approaches and modalities

1. A loan guarantee principle adopted

To facilitate access for enterprise development loans the facility established a loan guarantee scheme to partially (50%) underwrite the losses of financial institutions that mange the facility's lending operation. This approach was adopted to encourage lenders to focus on business development rather than on the need for collateral, through facilitating the use of financial and financial services, in combination.

AMSTIEPA, representing the region, was responsible for the overall coordination and implementation of the EDF. Other major stakeholders were (i) SARDP, which provides the loan guarantee fund and technical support, (ii) financial institutions, which manage the funds; and (iii) BDS providers, which provide non-financial services or commonly called business development services (BDS). Actual operation of the facility began in eight pilot woredas (four in each zone) in June 2007 and since January 2008 the pilot scheme was extended to 14 programme woredas.

2. Lending policy of the intermediaries improved

Two non-bank financial institutions (ACSI and Abay Ber SACU) were selected through a standard tender procedure by AMSTIEPA. ACSI agreed to operate in 13 programme woredas and Abay Ber SACU in one woredas (Dejen, in East Gojjam). The traditional ceiling for microfinance institutions was limited to Birr 5,000. In order to make the facility more suitable to the needs of existing and potential entrepreneurs, the lenders adjusted their lending policy according to the principles of the EDF guidelines (agreed between Sida and the regional state). This was translated into practice through the operational agreements concluded between AMSTIEPA and the selected lenders. This has enabled the EDF to address the facility's target entrepreneurs who seek loans amounting to more than Birr 5,000.

When the EDF started, new businesses were able to take a loan of up to a maximum of Birr 10,000 for individuals and Birr 50,000 for cooperatives. Established businesses were able to take a loan of up to Birr 15,000 for individuals and Birr 75,000 for cooperatives. Field experience suggested however, that the loan size for some borrowers was too low to be effective in the market. Hence, the loan size for individual borrowers was raised to Birr 15,000 for new businesses and Birr 30,000 for established institutions. The maximum loan term, unlike the usual one year term was extended to three years, with repayments made monthly, quarterly, four monthly or even in some instances on a six monthly basis depending on the repayment capacity of the enterprise. The loan term and repayment period was decided by the lender according to the nature of the business and also taking the business plan into consideration.

With ACSI loans, EDF borrowers generally pay an interest rate of 10% (compared to the usual 18% interest rate for regular ACSI loans), calculated on a declining balance method, and with a 3% service charge to be paid once and upfront. Abay Ber charged a 9% interest rate. In this way, the EDF loan ceiling and its terms (repayment period and interest rate) was refined to suit the situation.

Hence, the EDF established new opportunities for under-served segments of businesses through instilling a more appropriate loan size and flexible loan arrangements in terms of interest rate, flexible repayment period and a relatively longer period for the loan term.

3. Target beneficiaries identified and selection procedures worked out

The EDF targeted the underserved micro and small enterprises. The procedures were mainstreamed to adequately reach new clients. Typically, the programme targeted those who were willing and capable of taking loans for business purposes, especially in manufacturing and services enterprise has growth potentials. Applicants needed to pass through the different stages of the selection process. Such individuals were selected jointly by the AMSTIEPA extension agent at the kebele, the lending officer (ACSI or Abay Ber SACU), and the kebele administration. AMSTIEPA passes the list to BDS providers, who undertake a further detailed assessment of business ideas, give training and counselling, assist in preparing the business plan, and pass the list of successful entrepreneurs to AMSTIEPA, who pass the details to lenders to conduct their final evaluation, including checking business locations, and provide loans for successful applicants.

Funds are lent to individuals, cooperatives or trade associations. However, priority was given to individual borrowers. Cooperatives and associations are liable for loans jointly or individually, for which they sign an agreement with the lender.

4. Clients receive BDS support

The credit window was designed and implemented by integrating it with a business development services from a BDS service provider. The business development service was provided through private firms and borrowers who are supposed to share the cost of the service rendered. A voucher scheme was established to facilitate the cost sharing mechanism. Due to the fact that the support from BDS providers is not familiar to entrepreneurs and/or they are not aware of its potential value, the programme subsidized the cost of the business development service at 85% for the first year and 80% thereafter.

To ensure sustainability of the facility with a strong BDS support, private BDS providers were also allowed to have access to EDF loans for improving their business/services.

The main services provided by private BDS service providers were:

- Conduct a situation analysis on the applicant's proposed business and thereby advise the woredas 'Screening and Selection Committee', on business and finance needs of the applicant.
- Prepare business plans for the client that meet lenders requirements.
- On behalf of the client, clarify matters in front of the lender and follow-up until the loan is approved.
- Train the borrower in book-keeping and business management.
- Monitor and advise on ongoing business activities in marketing, product development, etc. until loans are fully repaid.

5.2.2 Operational results achieved

The EDF scheme started operation in April, 2007. Initially, the scheme was implemented in eight pilot Woredas (-Huletuejunase, Awable, Dejen and Gozamin in East Gojjam zone and Borena, Legambo, Worelu and Tehulder in South Wollo zone). In January, 2008, it was possible to extend to 6 new Woredas (East Gojjam zone-Debay Tilatgin, Enemay and Machekel and South Wollo zone–Ambasel, Kalu and Albko). Hence, a total of 14 pilot Woredas were covered by the EDF. Loan services were provided through ACSI (in 14 Woredas) and Abay Ber Saving and Credit Union in Dejen Woreda of East Gojjam zone.

As of June, 2010, over Birr 28.48 million had been allocated through the EDF scheme, of which, Birr 17.3 million (60.7%) had been allocated as guarantee loan from SARDP. In addition, Birr 10.58 million (37.2%) had been mobilized from ACSI and Birr 0.6 million(2.1%) from Abay Ber Credit and Saving Union. The loan was provided for 2,167 small and micro individual business operators and 53 cooperatives. Out of the total individual and cooperative clients, about 33.4% and 34.8% respectively were reported to be women, respectively. This shows that the average loan size for the stated period was Birr 13,053 (in the range of Birr 5,000 to 30,000). The issued loan was 166% of the guarantee fund disbursed to the lenders through AMSTIEPA, indicating that the guarantee leverage was working and the intervention was operating satisfactorily.

Table 6: EDF loan clients and loan disbursed (Birr) by end of June 2010

s/n	Beneficiary woreda	Disbursed amount (in Birr)					
		Individual enterprises			cooperatives	Trade associations	Woreda Total
		Male	Female	Total			
I	**South Wollo zone**						
1	Borena	1 625 457	766 000	2 391 457	300 000	-	2 691 457
2	Legambo	1 491 860	721 350	2 213 210	50 000	-	2 263 210
3	Woreilu	2 119 388	617 269	2 736 657	-	-	2 736 657
4	Tehuledere	1 264 457	1 045 500	2 309 957	-	-	2 359 957
5	Kalu	190 000	85 000	275 000	75 000	50 000	400 000
6	Albko	1 020 100	694 600	1 714 700	-	-	1 714 700
7	Ambasel	920 000	455 000	1 375 000	100 000	105 000	1 580 000
	Sub total	**8 631 262**	**4 384 719**	**13 015 981**	**525 000**	**155 000**	**13 745 981**
II	**East Gojam zone**						
1	Awabel	1 642 000	607 000	2 249 000	325 000	300 000	2 874 000
2	Hulet Eju	2 042 000	759 000	2 801 000	150 000	240 000	3 191 000
3	Mota town	205 000	46 000	251 000	-	175 000	426 000
4	Dejen	1 312 000	700 000	2 012 000	-	-	2 072 000
5	Gozamin	1 644 362	464 494	2 108 856	6 000	-	2 114 856
6	Enemay	1 550 000	515 000	2 065 000	50 000	-	2 115 000
7	Debay Tilatgin	939 000	590 000	1 529 000	-	100 000	1 629 000
8	Machakel	1 700 100	291 000	1 991 100	50 000	125 000	2 166 100
	Sub total	**11 034 462**	**3 972 494**	**15 006 956**	**581 000**	**940 000**	**16 587 956**
	Grand Total	**19 665 724**	**8 357 213**	**28 022 937**	**1 106 000**	**1 095 000**	**30 333 937**

Table 6 shows the types of loan clients in the different zones and the value of loans. This indicates that the EDF clients are mostly individual borrowers engaged in growth oriented enterprises; these enterprises received 95% of the total sanctioned loans. Only a very small proportion of the loan (5.4%) was borrowed by cooperatives and associations. This is in line with the EDF guideline

Of the total individual and cooperatives/association borrowers, about 32% in East Gojjam were female compared to 35% in South Wollo (Table 7). Female borrowers received about 30% of the loan allocated. Specific measures should be developed to address this imbalance.

Manufacturing, agriculture, service and trade sectors account for 47%, 23%, 18% and 12%, respectively of the total loans disbursed. This indicates that majority of the clients are engaged in growth-oriented businesses, especially in manufacturing enterprises.

Table 7: Number of EDF beneficiaries by sex at the end of June 2010

s/n	Beneficiary woreda	Individual enterprises			cooperative				Trade association				Total beneficiary	Voucher
		Male	Female	Total	No. of enterprises	Members			No. of enterprises	Members				
						Male	Female	Total		Male	Female	Total		
I	**South Wollo zone**													
1	Borena	133	68	201	5	45	8	53	-	-	-	-	206	39 208
2	Legambo	140	82	222	1	11	-	11	-	-	-	-	223	44 810
3	Woreilu	186	82	268	-	-	-	-	-	-	-	-	268	53 196
4	Tehuledere	110	92	202	1	8	4	12	-	-	-	-	203	37 098
5	Kalu	20	7	27	1	10	-	10	1	5	-	5	29	4 320
6	Albko	91	68	159	-	-	-	-	-	-	-	-	159	32 625
7	Ambasel	65	32	97	2	21	1	22	3	3	8	11	102	18 620
	Sub total	**745**	**431**	**1 176**	**10**	**95**	**13**	**108**	**4**	**8**	**8**	**16**	**1 190**	**229 835**
II	**East Gojam zone**													
1	Awabel	89	48	137	5	28	24	50	5	9	10	19	147	26 790
2	Hulet Eju	137	59	196	3	15	20	35	10	17	5	22	209	27 390
3	Mota town	13	6	19	-	-	-	-	7	18	-	18	26	14 730
4	Dejen	52	37	89	1	8	2	10	-	-	-	-	90	23 486
5	Gozamin	125	36	161	1	15	14	29	-	-	-	-	162	36 314
6	Enemay	98	40	138	1	3	7	10	-	-	-	-	139	33 223
7	Debay Tilatgin	66	43	109	1	7	4	11	1	8	2	10	111	29 580
8	Machakel	115	27	142	1	9	1	10	3	5	4	9	146	37 304
	Sub total	**695**	**296**	**991**	**13**	**85**	**72**	**155**	**26**	**57**	**21**	**78**	**1 030**	**231 117**
	Grant total	**1 440**	**727**	**2 167**	**23**	**180**	**85**	**263**	**30**	**65**	**29**	**94**	**2 220**	**460 952**

By the end of June, 2010, a total of Birr 12.49 million loans had matured, and of this a total of Birr 12.52 million or 100.2% had been repaid. This level of achievement has been achieved consistently since the start of the scheme. This represents very strong performance by any microfinance standard.

The total sum of money subsidized by the programme for the BDS delivery for the three years period from 2007/08 to 2009/10, was estimated at Birr 4.8 million. This figure amounts to 17 % of the total disbursed loans. Although a relatively high cost for provision of BDS was incurred at the start of EDF operation, the cost of BDS provision has declined over time from 21% in 2007/08 to 17% in 2008/09 and to 14% in 2009/10.

Table 8: Estimated cost of BDS provision from 2007/08 to 2009/10)

Implementation Year	BDS cost (in Birr)	Disbursed Loan (in Birr)	Share of BDS Cost(%)
2007/8	1,956,887	9,166,028	**21.3**
2008/9	1,438,136	8,642,300	**16.6**
2009/10	1,379,852	10,121,035	**13.6**
Total	**4,774,875**	**27,929,363**	**17.1**

5.2.3 Impact of the EDF scheme

An impact assessment survey of the EDF scheme was carried out in November 2009 in eight woredas (four each from the two programme zones). A total of 203 respondents (35% female) who had received loans through the EDF were interviewed for the study. Around 47% of the

respondents (borrowers) had been educated to secondary level while 29% had elementary education and 15% were illiterate. The sectoral distribution of respondents showed that 52% of the borrowers were in growth-oriented sectors (that is manufacturing and service), 32% in trade, and 16% in agriculture.

The majority of the respondents (90%) had accessed business development services because of using the EDF scheme. Only 10% of the respondents had previously had access to such services before they joined the facility. This shows that the EDF was instrumental in introducing BDS services to the EDF clients.

Over half of the respondents (58%) reported that the loan size was the most attractive feature of the EDF loans, followed by the repayment period (47%) and the interest rate (46%). The opinion of borrowers was that the loan ceiling is still small, although it is already ten times the typical loan size. The repayment period, interest rate and service charges were considered reasonable.

Around 78% of respondents claimed that they had not made changes to their business plan. Only 5% said they had deviated from their business plan. This was mostly for manufacturing to trading activities. The remaining 17% stated that they had added some other activities to the anticipated business in their plans. This shows that the diversion rate is low. This indicates that the business plans prepared by the providers were used by the borrower clients to guide the implementation and operation of their business.

Respondents on average had used 65% of the total loan amount for working capital, 3% for the purchase of fixed assets, and 3% on personal consumption. This shows that most of the loan has been spent for the expansion of on-going businesses.

The average loan size of the respondents was found to be Birr 12,906 (minimum of Birr 5,000 and maximum of Birr 30,000). The loan term was around 3.0 years on average, and within the range of one to three years.

The income of the borrowers, after the loan, was found to have increased significantly. Their savings had also increased as a result of the loans. Most respondents (92%) reported that their livelihoods had improved since taking an EDF loan. 82% of the respondents reported that their livelihoods had become very good.

The findings suggested that the EDF loans tended to increase employment by three individuals. The number of jobs created did not necessarily increase with the size of the loan.

Most of the loans approved have been used for productive and profitable investments, enabling small-scale entreneurs to start a new business or expand an existing one. That these businesses have been successful can be witnessed by the high repayment rate, see table 9. No theft of funds or corruption has been discovered.

Table 9: Loan repayment from mature loan end of June, 2010

s/n	Beneficiary Woredas	Repayment from mature loan		%
		Plan	Actual	
I	**S/Wollo Zone total**			
3	Borena	1 040 139	1 032 639	99,3
2	Legambo	1 127 524	1 075 953	95,4
1	Wore-elu	1 210 511	1 142 095	94,3
4	Tehuldre	1 024 343	968 969	94,6
5	Kalu	433 043	295 828	68,3
6	Albuko	659 765	645 239	97,8
7	Ambasel	591 118	579 830	98,1
	Sub total	**6 086 442**	**5 740 553**	94,3
II	**E Gojam Zone total**			
1	Awabel	1 185 958	1 185 958	100,0
2	Huletejunese	466 394	575 580	123,4
3	Mota town	803 410	874 493	108,8
4	Dejen	878 642	1 022 860	116,4
5	Gozamin	882 975	882 975	100,0
6	Enemay	724 142	782 406	108,0
7	Debay Tilatgin	633 057	633 057	100,0
8	Machakel	825 377	821 710	99,6
	Sub total	**6 399 954**	**6 779 039**	
	Grant total	**12 486 396**	**12 519 591**	**100,27**

5.3 Overall achievements of the Component

This section briefly reviews the overall performance of the component in terms of the achievement of its "outputs" and overall "purpose" as defined in the SARDP III logical framework (see Figure 2). The details of the outputs and some of the outputs themselves were adjusted during implementation and so the following summarises the achievements in relation to the adjusted plans rather than the original Programme Document.

Output 1: "***Demand-driven Business Development Services (BDS) established and existing ones strengthened***".

The programme was moderately successful in achieving this output in terms of improvement in BDS services, given the very low levels of understanding of business development and BDS expertise in the programme-supported zones at the start of the programme.

Capacity for business development services (BDS) was established form almost nothing through training of a total of 1,353 BDS providers (67% female) from the Micro and Small Enterprise office, the Cooperatives office and extension staff in all woredas, and providing basic office equipment for operation. Basic business management training was also provided to 70% of the BDS providers (the target was 50%). More than 46% of the registered business operators in the program woredas were linked to and reached by these BDS providers (the target was 50%). Limited support was provided for the development of private BDS providers in the woredas which piloted the Enterprise Development Facility.

A total of 14 CSTCs (8 in East Gojjam and 6 in South Wollo) were established or strengthened. In most cases, this involved improving the existing buildings and / or added new ones, usually a workshop. Almost all of these centres are equipped with the necessary tools and equipments to offer appropriate training.

A total of 12,751 (37% female) unemployed people were trained in various skills (wood work, metal work, weaving, construction, leather works, handicraft, etc) to help them start and run growth-oriented enterprises. Some of these received small grants in the form of tools to start up their chosen business. Some were able to access small loans. A survey found that around 60% felt their income from the business and supplementary sources was sufficient to cover household needs.

Output 2: "***Enterprise Development Facility (EDF) established and operational***". (Note that the EDF replaced the originally "Business Investment Fund")

The programme was largely successful in achieving this output. The EDF is regarded as one of the innovative and very successful interventions supported by SARDP.

The programme succeeded in establishing an effective scheme for lending to individual or cooperative / association entrepreneurs, operated along commercial lines through existing local financial institutions. A total of over Birr 30.3 million was lent to around 2,167 individual (1,960 or 33.4% women) and 254 cooperative (140 or 55% women) clients. Manufacturing, agriculture, service and trade sectors account for 47%, 23%, 18% and 12%, respectively of the total loans disbursed. By the end of June, 2010, a total of Birr 12.49 million of loans had matured, and 100.3% of this had been repaid. The EDF has not only facilitated access to finance but also initiated private business development services, networking and organizational development.

Contribution to cross-cutting issues: This component also contributed significantly to the cross cutting issues relating to gender equality and mainstreaming HIV / AIDS. The component supported gender equality directly by ensuring that training and EDF support were available for women and HIV / AIDS infected or affected people. This is discussed further in Chapter 7.

Component purpose: "***Income generating opportunities diversified and household incomes increased***".

The Programme Document anticipated that household incomes for targeted groups would increase (by 50%) and increasing numbers of households would show an improvement in household consumption.

The impact assessment survey related to the off / non-farm business skill training showed that around 60% felt that their income from the new business and supplementary sources was sufficient to cover household needs. This must represent some improvement although it probably did not reach 50%. The impact assessment survey for the EDF scheme found that the income of the borrowers had increased significantly on average as a result of the business improvements from the loan. Their savings had also increased. Most respondents (92%) reported that their livelihoods had improved since taking an EDF loan, and 82% of the respondents reported that their livelihoods had become very good. The EDF has been acknowledged as a very innovative and successful scheme.

Although the programme was moderately or largely successful in achieving the component outputs, there is not enough data to say how much the household incomes have increased. It seems likely that this will be less on average for the BDS beneficiaries but higher for the EDF beneficiaries. It seems likely therefore that the programme was only moderately successful in achieving the component purpose. Although the effect of this component is focused on a relatively small proportion of the overall population of the supported zones (compared to the agriculture and infrastructure components), it lays the foundation for, and has made good progress on, one of the major challenges facing the region. That most important challenge is economic diversification to reduce reducing dependence on agriculture and broaden the economic base and prosperity of the region.

6 DECENTRALISATION AND CAPACITY BUILDING

Decentralisation is one of the core policies of the Ethiopian government. Decentralization concerns the delegation of resources and decision making authority away from the centre and towards the lower levels in an organization. For Ethiopia at the present time, this means delegating greater authority and allocating more resources to the woredas and kebeles. This implies greater community participation in development.

SARDP has taken decentralization as a major area of focus and decentralisation is one of the program components in the third phase (July 2004 to June 2010). This component emerged from the previous "Good governance" component. This was changed to "Decentralization" for two main reasons. First, the good governance component was limited in scope covering only population, gender and HIV/AIDS issues, and secondly, to increase the support for the on-going process of decentralization and enable programme woredas and kebele administrations to better manage their development.

The purpose of this component of SARDP III is "***Capacity of local communities and local administrations to plan and manage sustainable and equitable development at woreda and kebele levels improved***". The various outputs produced by the many activities supported through this component are presented below. This chapter ends with a discussion of how these have contributed to the achievement of the component purpose.

6.1 Woreda support: the "Block Grant" and capacity development

Decentralization alone may be a burden for the local administration if their capacity is limited to undertake the development process. Appreciating the limited capacity of the woreda, the program provided different types of hardware and software support to improve the capacity of the woreda to properly handle the coordination, integration and implementation of local development. This sub-component focuses on the woredas and contributes to the key component output "***management and financial capacity of the woreda and kebele administrations increased***".

6.1.1 The "Block Grant" mechanism

One of the core interventions supported by the program was the allocation of funds to woredas through the "block grants" mechanism. This provides a sizeable amount of money directly to the woreda for them to administer according to standing regulations for the implementation of an agreed plan. In addition to the block grant, the programme supported capacity development of woredas with a range of other soft and hardware inputs. The plans were developed through a fully participatory and bottom-up planning process starting in the communities and kebeles.

The woreda has been the lowest planning unit in the government system, and the woreda council was the higher responsible body for the overall management of the allocated block grant. The woreda cabinet (the heads of different sector offices) which is accountable to the woreda council is managerially responsible for the overall management of the allocated block grant. In relation to SARDP's block grant, the Woreda Program Coordination Committee (WPCC) almost the replica of the Woreda Development Committee (WDC) has a key role in ensuring that the woreda plans initiated at community level indeed are participatory and based on the overall objective of the program. Those plans should further be within the limit of the grant as well as being relevant to strategies and priorities of the overall woreda development endeavour. The WPCC is further responsible to ensure that the project activities become participatory, by promoting and encouraging community involvement at all stages of the project cycle.

6.1.2 The planning process

During the first and second phase of the program, the planning process facilitated community participation through the community workshops. This process was evaluated and proposals made to change from direct participation to participation through delegation or representation.

Using this agreed general planning modality, it was further agreed to prepare a comprehensive and participatory four years rolling plan in order to avoid the planning fatigue observed in previous phases of the programme.

"Participatory rural appraisal" (PRA) was used as planning methodology. This involved all the categories of the community and other stakeholders at all stages of the program cycle (planning, implementation, monitoring and evaluation). The planning process started at the community / kebele level (in 3-6 selected sample kebeles per woreda) with community's representatives from sub-kebeles (women, elders, religious leaders, innovative farmers, artisans, petty traders, poor and marginalized, youths, etc.) The planning was facilitated by a planning team composed of community representatives, kebele officials and woreda experts with technical assistance from the advisory service. The planning at kebele level took about 4 days. The kebele plans were consolidated and then endorsed at the woreda level. Key stakeholders including community representatives were involved in the consolidation and endorsement process.

In order to ensure the preparation of palatable and community based plans, appropriate training was provided to the 573 selected woreda experts as facilitators and 570 community representatives elected by the community. Community and woreda officials received some more general planning orientation / awareness training.

Through this process, all woredas managed to produce their four year rolling plan document. The woreda annual work plan and budgets were then prepared in accordance with this rolling plan document and the current needs of the beneficiary community. Following endorsement of the annual workplan and budget by the responsible stakeholders, woredas prepared a detail action plan to be used as the implementation guideline.

6.1.3 Implementation

After the completion of the rolling plan document and the preparation and endorsement of the annual workplan and budget, the block grant was released to the respective woredas and implementation began. At woreda level, the major stakeholders during the implementation process were the community, kebele administration, woreda sector offices, focal persons and WPCC. The advisory service provided technical assistance. Monitoring of implementation was carried out in line with the government monitoring system. The community was actively involved in the implementation process and contributed their labour, local materials and cash as necessary. In addition, the community participated in the operation and maintenance of completed interventions through various community-based committees.

Table 10 summarises the allocation and use of block grants throughout phase III. This shows high utilisation rates above 90% for both zones in all years. It should be noted that more than 70% of the total program budget was been transferred to woredas through block grants. This represented a major change in approach compared to previous phases.

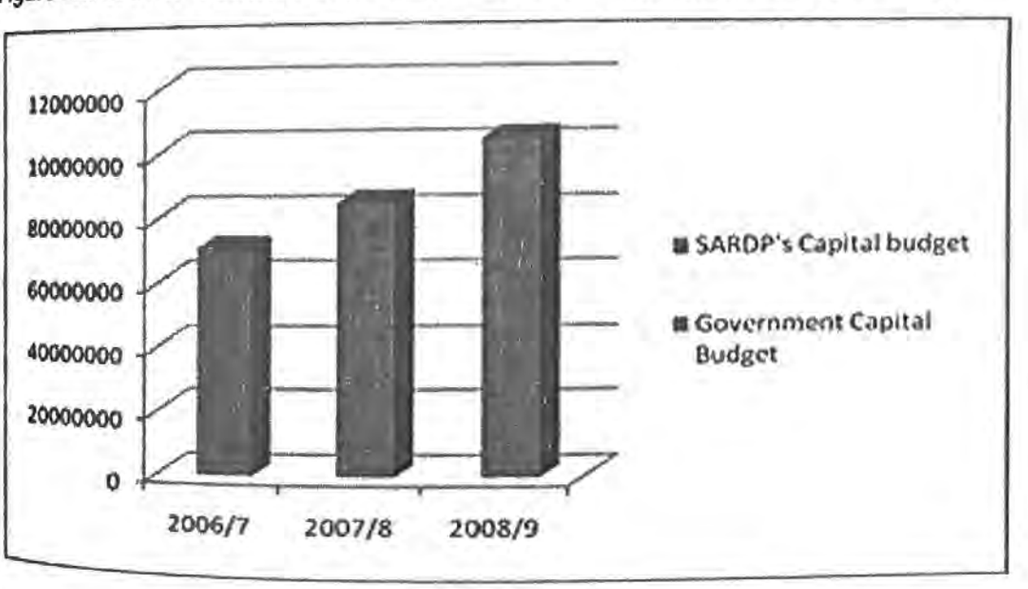
Table 10: SARDP Block Grant Allocated and Utilized by Program Woredas

Fiscal Year	Planned and Actual Budget Utilization(in Birr)						Total(East Gojjam +South Wollo)		
	East Gojjam			South Wollo					
	Planned	Actual	%	Planned	Actual	%	Planned	Actual	%
2004/5	25,042,239	21,215,475	84.7	27,595,994	27,044,074	98.0	**52,638,233**	**48,259,549**	**91.7**
2005/6	44,217,676	40,926,990	92.6	47,605,000	44,865,001	94.2	**91,822,676**	**85,791,991**	**93.4**
2006/7	23,612,439	22,159,258	93.8	26,223,864	26,606,073	101.5	**49,836,303**	**48,765,331**	**97.9**
2007/8	27,137,948	26,607,382	98.0	31,705,785	31,189,106	98.4	**58,843,733**	**57,796,488**	**98.2**
2008/9	15,372,300	14,075,349	91.6	20,076,891	19,989,856	99.6	**35,449,191**	**34,065,205**	**96.1**
Total	**135,382,602**	**124,984,454**	**92.3**	**153,207,534**	**149,694,110**	**97.7**	**288,590,136**	**274,678,564**	**95.2**

Woredas used the block grant allocations to implement different the whole range of hard and soft development intervention supported by the programme: e.g. agriculture and natural resource, infrastructure and social service projects, enterprise and cooperative development interventions, community empowerment and mainstreaming of cross cutting issues. The hardware part of the capacity building component has strengthened the capacity of the program woredas to perform different duties and responsibilities at different levels of the local administrative hierarchy. The software part has focused on the transfer of skills, knowledge for a better quality of work and empowering of the community.

SARDP's contribution to the total capital budget of the woredas was in some cases as high as 50% (Figure 22). This contribution is computed from the planned government capital budget allocated over the years. This share might be higher if it is compared to the actual released and utilized budget. Figure 22 shows that the SARDP contribution percentage decreased in 2008/9. This was partly due to the reduced SARDP contribution as the number of woredas supported was reduced (from 30 to 16) during phasing out, and partly due to the increased government budget.

Figure 22: SARDP contribution compared to the total woreda capital budget



6.1.4 Direct programme support for woredas

SARDP provided direct material support to program woredas to build capacity and support the smooth implementation of the programme. This support comprised training, office construction and office equipment and furniture, and vehicles and heavy machinery.

Training

SARDP invested, more than any other programme in the regional state, in developing human resource at local level. This comprised both long-term and short-term training.

Long-term training: The purpose of long term training was to create a stable staff and enhanced capacity at woreda level where high staff turnover had been observed. A total of 120 experts (93 from East Gojjam and 27 from South Wollo) were supported with higher education. Of these, 6 are female. The programme invested over Birr 1.0 million for the purpose.

Short-term training: Short-term training comprised various types of on-the-job training and job-related local training. These trainings improved the capacity of woreda staff to handle the implementation and administration of the program activities at local level. Table 11 provides details.

Table 11: Trainings given and number of participants

Type of Training	Physical		%	Financial		%	Beneficiaries			% of Female
	Planned	Actual		Planned	Actual		Male	Female	**Total**	
Accountants training	396	449	113.4	132,199	96,849	73.3	359	90	**449**	**20.0**
Project management	350	256	73.1	68,932	47,661	69.1	164	92	**256**	**35.9**
Governance	2,129	1,985	93.2	109,476	117,550	107.4	1,182	803	**1,985**	**40.5**
Participatory M&E	616	775	125.8	189,015	156,529	82.8	489	286	**775**	**36.9**
tour/short term training	97	65	67.0	210,000	210,000	100.0	59	6	**65**	**9.2**
Total	**3,588**	**3,530**	98.4	**709,622**	**628,589**	88.6	**2,253**	**1,277**	**3,530**	**36.2**

During the period under discussion, a total of 3,530 beneficiaries have attended different trainings on Accounting, Project Management, Governance, Participatory M&E, etc. SARDP has spent more than half a million (Birr 0.63 million) to build the implementation capacity of the above mentioned beneficiaries among which 36.2% are female.

Office construction

A woreda capacity assessment study was conducted prior to the launching of SARDP III, and a major problem identified was the lack of suitable offices and facilities. The programme therefore included the construction of offices and supply of office equipment in the woreda support of the programme. SARDP III therefore supported construction of office buildings in a total of 12 programme woredas (5 in East Gojjam and 7 in South Wollo). The total SARDP investment was Birr 10.8 million (more than Birr 900,000 per building). This is summarised in Table 12.

Table 12: Office construction supported by SARDP III

Programme Zone	Programme Woreda	Institution	Total Construction Cost (in Birr)
East Gojjam	Enemay	Administration	932000
	Goncha	Administration	889664
	Huleteju	Finance & Plan	204000
	Enebssie	Finance & Plan	1084000
	Shebel	Justice, Agriculture	980000
Subtotal			**4,089,664**
South Wollo	Legambo	Justice hall	65790
	Borena	Justice hall	78900
	Kalala	Justice hall & gender	80455
	Wogedi	Justice hall	67700
		Administration	675000
	Jama	Administration	703300
		Meeting hall	3450000
		Justice hall	25900
		Finance and plan	245900
	Woreilu	Meeting hall	223540
		Justice hall	45670
	Dessie Zuria	Administration	698060
		Meeting hall	145900
		Justice hall and gender	175000
Sub Total (SW)			**6,681,115**
Grand Total (EG + SW)			**10,770,779**

Provision of office equipment and furniture

SARDP also provided different types of office equipment and furniture for the programme woredas. The total invested in this was Birr 0.92 million (Birr 0.4 million for East Gojjam and Birr 0.52 million for South Wollo).

Vehicles and heavy machinery)

Table 13 summarises the vehicles and heavy machinery provided to the woredas through the programme. A total of 30 field vehicles, 60 tractors each along with trailers, 176 Motor cycles, 16 Graders, 16 walking Tractors, 12 Rollers and other items have been were provided to program woredas of the two zones.

Table 13: Vehicles and heavy machinery provided for woredas in the two zones

S/n	Items	East Gojjam	South Wollo	Total
1	Field Vehicles	14	16	30
2	Tractors	28	32	60
3	Tractor Trailers	28	32	60
4	Motor Cycles	80	96	176
5	Tri Cycle	8	8	16
6	Grader	8	8	16
7	Roller (Small)	8	8	16
8	Trailers	8	8	16
9	Walking Tractors	8	8	16
10	Rollers	5	7	12

6.1.5 Main achievements

The following were the main achievements observed from the decentralisation support to woredas during SARDP III.

- Significant improvement in capacity for planning, implementation and monitoring was achieved through training and then carrying out these tasks, initially with some Technical Assistance support. The training covered council members, community leaders, woreda staff and other stakeholders on participatory planning, monitoring and evaluation techniques with a focus on poverty and gender aspects.
- Capacity of Woredas has been enhanced to such a level that, the woredas are now capable of implementing and out-sourcing development activities.
- At woreda level, the WPCC has been established and is functioning. The WPCCs have succeeded in coordinating, integrating and following up the implementation process of the program interventions.
- The capacity of various sector-based technical staff has also improved such that they can more effectively support the implementation of interventions at community and woreda levels.
- The different types of training to support implementation have helped to improve the knowledge, skills and capacity of (i) woreda experts of woreda experts to carry out their responsibilities, and (ii) the communities to manage their own development and resources.

6.2 Kebele support: The "Community Development Fund"

6.2.1 Overview

The decentralization process was also extended beyond the woredas to the kebeles and community levels. The main vehicle or mechanism through which this level of decentralisation was supported was the "Community Development Fund" (CDF). This was initiated in July 2004.

The CDF was a fund provided by the SARDP specifically to kebeles for them to use for the implementation of their agreed plans. This is similar in principle to the "block grant" for woredas but the amounts allocated were relatively small.

The CDF initiative aimed to strengthen decentralisation below the woreda level, build the capacity of kebele institutions to take charge of their own development, and empower local

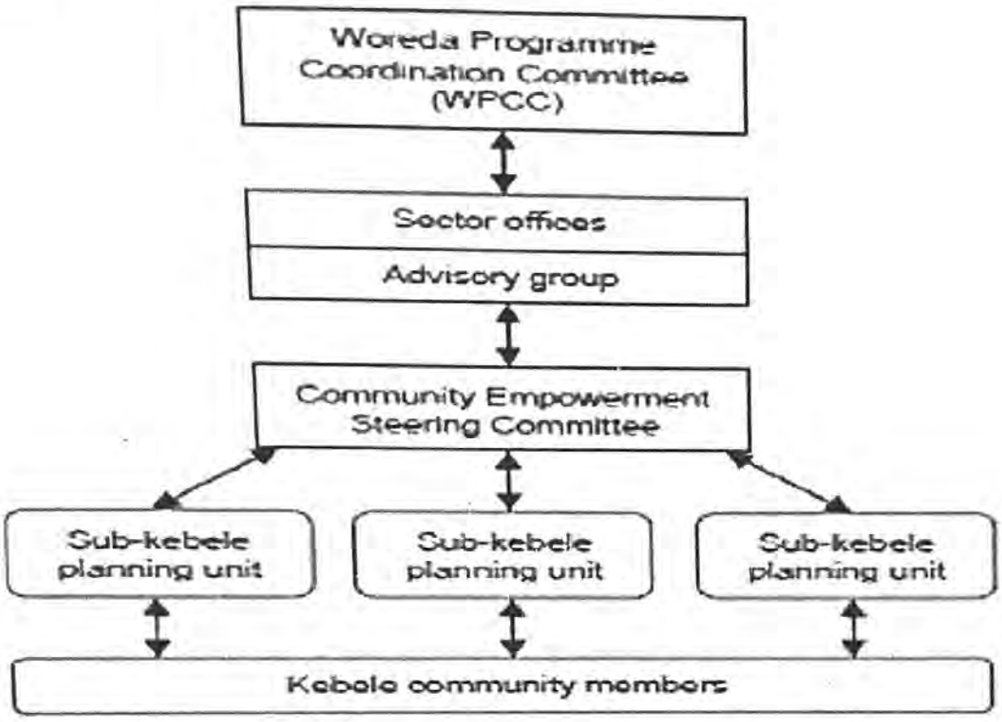
communities. The funds channelled directly to kebeles and communities in this way should also contribute to a range of local development initiatives and help to improve the welfare and livelihoods of rural people.

The CDF provided funding which could be allocated according to the immediate local priorities of the local communities. This required a fully participatory process for planning, implementation monitoring and evaluation which involved all stakeholders.

6.2.2 Major stakeholders

A number of different stakeholders were involved in the implementation of the CDF as shown in Figure 23. The main roles and responsibilities of the major stakeholders are briefly described below:

Figure 23: Organizational structure for the CDF



1. Community Empowerment Steering Committee (CESC)

The members of CESC are elected by the community and are responsible to (i) coordinate and be overall responsible for CDF activities carried out in the kebele, (ii) evaluate, prioritize and approve development project proposals, (iii) forward CDF projects and work plans for approval to the WPCC for request of funds and inform the community of the same, and (iv) follow-up the implementation of the projects against work plan and budget, etc.

2. Woreda Programme Coordinating Committee (WPCC)

The WPCC played a key role in facilitating the smooth implementation of the CDF. Apart from being the body to keep the momentum and the initiative in the CDF process, it coordinated the various resources available including technical assistance. The WPCC is responsible for (i) coordinating activities under CDF, (ii) identifying CDF beneficiary kebeles, (iii) introducing the CDF concept and initiating the establishment of kebele committees, and (iv) follow-up the work of the Advisory Committee; etc.

3. Woreda Advisory Committee (WAC)

This committee is established from different sector offices. Its composition can be tailored and changed according to the actual CDF activities planned and the needs expressed by the

beneficiary kebeles. Its main responsibilities are (i) facilitate the work of kebele committees without being involved in decision-making, (ii) provide technical support on demand, and (iii) be accessible and give advice as required.

4. Kebele administration

The main responsibilities of the kebele administration in relation to the CDF are (i) to provide an office for the CESC, (ii) to give necessary administrative support in the implementation, (c) facilitate for technical support to be given to the projects, and (iv) follow-up the work done vis-à-vis the work plan.

5. Woreda sector offices

The different sector offices provided technical assistance and support as requested by the various committees, based on work plans presented by the CESC. In so doing, the sector offices gave the necessary technical support and follow-up for the project activities, and ensured that projects are implemented in line with government policies and strategies.

6. SARDP PCU/Sub –PCUs

SARDP/PCU and Sub-PCUs were responsible to provide financial support to the projects. Their other responsibilities included (i) monitoring the overall implementation of activities as per the work plans, (ii) providing advisory support and participating in evaluations and reviews.

7. The Beneficiary Community

People from the beneficiary community played a key role through active participation in the planning and implementation of projects. This involved participating in general meetings and deciding on the expected community contribution. Communities were also responsible for monitoring and evaluation of the activities being implemented, and deciding on corrective action needed during implementation. This was carried out on a regular basis together with the concerned bodies.

6.2.3 Training, planning and implementation

The planning and implementation process for CDF is based on a participatory "bottom-up" approach. This exercise has helped to enhance planning and decision-making at the community level. It has involved the different groups of people in the community and enabled them to make their own plans and take charge of their own development.

Training and capacity support

An implementation guideline covering all aspects of the Community Development Fund process was developed and distributed to woredas and CDF kebeles.

Woreda experts were trained as the trainers of communities. This training of trainers' (ToT) course for woreda experts was carried out jointly by the BoFED, PCU and Advisory Firm. Similar trainings were also given for concerned committee members on CDF principles, project management, property and financial administration and reporting. In addition, the capacity of the committee members has been enhanced through experience sharing visits and meetings, etc.

Introduction of the CDF to communities and planning

The relevant woreda staff provided technical and administrative support to the committee members and other beneficiaries. Initiation of the Community Development Fund process in a kebele proceeded as follows.

1. The purpose, overall process and procedures for the implementation of the CDF process were introduced and explained to the kebele communities. This task was undertaken by the Sub-PCU staff, technical advisors, woreda administrations and sector office experts.

2. The community elects CESC members to co-ordinate the overall CDF activities to be carried out in the kebeles.

3. The community identify and prioritise the areas that need to be developed within the sub-kebeles. After the priorities are identified the empowerment committee, with the assistance of the advisory committee, prepares a detailed action plan and budget to request for funds. This action plan includes the physical activities to be undertaken, and the type and level of community contribution in the form of cash, labour and local material. This enable a request for CDF funding to be prepared and submitted to relevant kebele committees for screening and endorsement.

Release of funds

The action plan prepared by the CESC is submitted to the Woreda Development Coordination Committee to request for release of funds through the Finance and Plan Office. Once received, the kebele committee deposits the money into the bank or a nearby saving and credit institution. The funds allocated for the kebele CDFs were made available at the woreda level as soon as such allocations are approved within the SARDP annual workplan and budget.

Implementation

During implementation, the CESC strictly follows the action plan prepared and endorsed by the different stakeholders during planning period. The finances are generally managed according to government procurement procedures and financial management regulations. The exact procedures followed may vary slightly however, according to the nature and geographical location of the projects that are expected to be funded under the CDF.

Gender equality

The programme supported the mainstreaming of gender equality into all aspects of the programme. The implementation of the CDF process appears to have helped to strengthen the understanding of gender equality with respect to roles and responsibilities in decision-making and access over resources . About 29% of the CESC members were women.

6.2.4 Main achievements

The CDF process was implemented in a total of 135 kebeles in the two programme-supported zones. These kebeles implemented a total of 436 projects (Table 14). The total cost of the projects was Birr 25.6 million (64% SARDP and 36%, from the community).

Table 14: Summary of CDF Implementation

Description	Programme Zone		
	East Gojjam	South Wollo	Total
1. Number of CDF Kebeles	46	89	135
2. Number of CDF Projects	213	223	436
3. Number of Beneficiary Community (Male +Female)	570,928	487,886	1,058,814
3.1 Male	295,600	262,498	558,098
3.2 Female	275,328	225,388	500,716
3.3 % of Female Beneficiaries			47.3
4. Total CDF Project Cost in Birr (SARDP + Community)	10,423,127	15,107,349	25,530,476
4.1 SARDP Share (in Birr)	6,596,280	9,910,083	16,506,363
4.2 Community Contribution (Birr)	3,826,847	5,197,266	9,024,113
4.3 Community Contribution (%)			35.3

The types of projects implemented during this period included:

- potable water supply (springs and hand dug wells).
- furnishing schools and health facilities.
- construction and expansion of class rooms.
- health post construction.
- check dam construction.
- nursery site development. river diversion.
- office construction.

These projects were designed and implemented through the full participation of the local communities. It was estimated that more than 1.06 million rural people (48% female) benefited from these projects.

These projects and their impacts have been reported on in the earlier chapters on SARDP components, together with other projects supported through the woreda block grants or direct programme funding.

The implementation of the CDF process has had a number of important benefits in relation to decentralisation, capacity building and the empowerment of local communities.

- Implementation of the CDF was a huge learning process for large numbers of people at all levels in local communities. This has greatly improved understanding of decentralisation and capacity for implementation of decentralisation.
- The local institutions and their standing in the community and local governance has been improved.
- Women have shown what they can do when given the chance. The participation in all stages of the CDF process has improved their knowledge, skills, capacity and confidence, and given a practical lesson to all on what gender equality means.
- The community contribution provided a sound cost-sharing mechanism which made better use of scarce resources (local and external) so that more can be done. This also supported local ownership and sustainability.
- A feeling of community ownership started to develop among the local beneficiaries. This should provide a strong foundation for sustainability.

- The Community Development Fund was overall, a hugely successful, innovative and ground breaking initiative which put communities much more in charge of their own development.

6.3 Local justice and traditional conflict management

During the first two phases of the programme, SARDP supported the construction of local court buildings and trained court officials. SARDP III continued this activity and to some extent intensified the training and awareness raising of kebele social courts, traditional conflict handling committees, "shimagiles", etc.. The shimagile is a committee of elders who are recognized for their wisdom and experience. People can refer cases to the shimagile, who listen to the arguments of each side and pass a judgment. They can impose punishments such as fines, but their authority is moral rather than formal. The social court has three mediators, three judges, and three appeal judges. At least one of each of these is a woman. Cases first go to the mediators, who discuss the case and try to resolve the conflict. If they are unable to do so, the case goes to the panel of judges. If one of the parties is dissatisfied with the judgment, he/she can appeal to the panel of appeal judges. Considering that these local justice systems are community-based and nearby to the community, SARDP III provided support to strengthen these local justice and conflict resolution systems. the following were the major interventions supported by SARDP.

6.3.1 Strengthening of social courts

One of the areas of concentration in promoting and strengthening local justice was the construction of social court rooms. The programme supported construction or strengthening of 21 social court offices. Eleven offices were constructed in East Gojjam through the material, labour and cash contribution of the beneficiary community and with the support of Birr 60,493 from the programme. In South Wollo, the focus was on strengthening the existing social court and as a result 10 social courts have been supported with a total of about Birr 100,000.

The program also provided some of the furniture and materials needed by social courts for the newly constructed offices as well as for some of the existing ones in other kebeles.

6.3.2 Strengthening traditional conflict management

The traditional conflict management system was developed and accepted by the community to resolve different social conflicts and other criminal acts. As indicated above, this traditional conflict management system is based on *Shimagiles (*a group of elder people*)*. The program has invested in upgrading the knowledge and skill of these members of the community to give justice based on the regular justice system. Towards this end, training and other supports were been given to 7,894 social court members and other traditional conflict handling committee members.

6.3.3 Main achievements

SARDP strengthened both these local institutions by providing S*himagile* members and kebele mediators and judges with training on legal procedures, the content of the law, and the need for gender sensitivity, and prompt decisions. The programme has also provided the *shimagiles* and kebele courts with items such as furniture, and built shelters for people waiting for their cases to be heard. As a result, these local mechanisms are able to handle a larger number of cases, more efficiently and with greater fairness.

The communities are now able to resolve conflicts more easily and quickly by themselves, without having to refer cases to the formal courts and that ,in turn, reduces the burden on the formal court system, and promotes the healing of damaged relationships among neighbours.

6.3.4 Information and documentation system at woreda level

"Documentation" here means keeping records on SARDP interventions and other social, economic and cultural activities undertaken in woredas and kebeles. "dissemination" mean distributing information materials on the SARDP success stories and other relevant materials to different stakeholders, community members and development partners.

Information and documentation systems are needed in order to (i) decrease the loss of materials due to the high staff turnover; (ii) strengthen access to information for exchange in the woredas, and (iii) support the woredas in establishing effective information and documentation centres.

All the thirty program woreda administrations established an information and documentation centre. These may be a simple room available in the woreda building, or a separate building newly constructed by the program. These centres are managed by the woreda's Information Office. In the process of establishing and strengthening these documentation centres the program carried out different activities. The major ones are described below.

6.3.5 Establishing and strengthening of Documentation Centres

Four woredas in East Gojjam and eight in South Wollo constructed new centres. The rest of the woredas provided rooms from the existing offices and these were rehabilitated. The programme invested a total of Birr 1.23 million (Birr 0.38 million in East Gojjam and Birr 0.85 million in South Wollo), being about Birr 102.500 per building.

The programme also provided the bookshelves, tables, shelves, chairs, computers, printers scanners, audio-video materials, etc needed to make the Documentation Centres operational. The total investment for this was Birr 1.13 million (Birr 0.33 million for East Gojjam and Birr 0.8 million for South Wollo).

6.3.6 Training

Training was also provided for the woreda staff assigned to run the Documentation Centres. These trainings focused on how to collect and administer documents from different sources, data collection and administration, dissemination of information and education. More than 856 staff (12% are female) members from different woreda sector offices (431 in East Gojjam and 424 in South Wollo) were trained at a cost of Birr 63,751.

6.3.7 Main achievements

The information centre keeps copies of all documents for use by woreda staff; a staff member checks documents in and out and keeps the room in order. Some Centres have started cataloguing their collections to make items easier to find. Many of them have started to keep soft / digital copies of documents in the computer in a filing system for easy access.

This simple idea has made it much easier for woreda administration staff to find the documents they need. It has reduced the loss of information, improved information exchange, and made it easier for new staff to find information about the woreda and get the technical information they need to do their jobs. The computers and audio-visual equipment enable staff to record development activities and important events, and to prepare public information materials.

6.4 Overall achievements of the Component

This section briefly reviews the overall performance of the component in terms of the achievement of its "outputs" and overall "purpose" as defined in the SARDP III logical framework (see Figure 2).

Output 1: "***Management and financial capacity of the woreda and kebele administrations increased***".

The programme was largely successful in achieving this output.

The capacity of woreda administrations was improved markedly, and the capacity of the kebele administrations to a lesser extent, through the capacity building for, and the implementation of, the "block grant" system of providing funding to woredas for implementation of their annual workplans and budgets. More than 70% of the programme budget was successfully transferred to woredas through block grants and utilisation was above 90% for both zones in all years. All woredas were able to prepare and implement satisfactory annual workplans and budget. This is regarded as one of the successes of the programme.

The capacity of the kebele administrations was greatly improved through the capacity building for, and implementation of, the "Community Development Fund" scheme implemented by 135 kebeles. This gave the kebele administration real experience and responsibility to manage their own relatively small projects with full community participation.

A total of 120 (1% female) selected woreda experts were supported for long term higher education courses, 3,530 (36% female) received various short-term training and 573 were trained as facilitators for the block grant system. In addition, 570 community representatives were also trained.

SARDP III also improved capacity of some woredas through support for construction of 19 different office buildings in a total of 12 programme woredas at a total cost of around Birr 11 million. Office facilities were improved with equipment and furniture (Birr 1 million). Operations were supported through the provision of motorcycles, vehicles and heavy machinery for use by all woredas.

Output 2: "***Community empowerment promoted***".

The programme was largely successful in achieving this output.

The main focus for community empowerment was the "Community Development Fund" scheme whereby funds were provided specifically to kebeles for them to implement their own plans. These plans were prepared through a highly participatory and bottom-up process according to the real priorities of local communities. The CDF was implemented in a total of 135 kebeles in the two programme-supported zones (90% of target). These kebeles implemented a total of 436 projects at a total cost of around Birr 26 million (64% SARDP and 36% community).

Implementation of the CDF was a huge learning process for large numbers of people at all levels in local communities. This has greatly empowered these communities in the sense of having improved understanding and the ability to take charge of their own development, with full local ownership. This has also contributed much to improved understanding and practice of gender equality in these communities. The Community Development Fund was overall, a hugely successful, innovative and ground breaking initiative which put communities much more in charge of their own development.

Participation of individuals and communities in the planning processes and implementation of many other SARDP-supported initiatives also contributed to improved understanding, ownership and empowerment.

Output 3: "***Local justice and traditional conflict management systems strengthened***".

The programme was only partly successful in achieving this output.

The programme supported the training of 7,894 *Shimagiles* (social court elders) and other traditional conflict handling committee members. The target was to train *Shimagiles* from ten kebeles per woreda (i.e. 300) so was largely achieved.

The programme supported construction or strengthening of 21 social court offices (11 in East Gojjam, 10 in South Wollo) and strengthened these and others through provision of furniture and materials. the program also provided some of the furniture and materials needed by social courts for the newly constructed offices as well as for some of the existing ones in other kebeles (target was 150 Social Courts: 5 per woreda).

Output 4: "***Information and documentation system at woreda level established***".

The programme was largely successful in achieving this output.

The programme supported the establishment of "Documentation Centres" in all woredas. Four new centres were constructed and the rest provided with rooms from the woredas which were rehabilitated. The programme also provided the bookshelves, tables, shelves, chairs, computers, printers scanners, audio-video materials, etc needed to make the Documentation Centres operational. More than 856 staff (12% are female) were trained. The Programme Document also specifies channels for information flow and links to a Market Intelligence Unit. It is not know how well these Documentation Centres are actually functioning.

Contribution to cross-cutting issues: This component also contributed significantly to the cross cutting issues relating mainly to gender equality, mainstreaming HIV / AIDS and the environment. The component supported gender equality directly by emphasising gender equality in training and in the establishment of the CDF groups and processes. This is discussed further in Chapter 7.

Component purpose: "***Capacity of local communities and local administrations to plan and manage sustainable and equitable development at woreda and kebele levels increased***".

The Programme Document anticipated that planning quality and reporting would be improved, more than 80% of the budget would be utilised and completed projects are effectively managed by the community and community based organisations.

Phase III of the SARDP continued to work through the woredas but put increased emphasis on direct support to the kebeles. Decentralisation was therefore built into the design of the programme. The implementation of the "block grant" and Community Development Fund systems were extremely useful for building real capacity of the local government administration and the communities in planning and managing their development. The CDF in particular was able to capacity ownership and confidence in local communities to take charge of their own development. Communities and local government administrations proved that they could make and implement satisfactory plans. utilisation of the block grant budget was consistently above 90%. The community contribution for the CDF was around 35%. Community ownership was greatly enhanced by the CDF although it is not know how well the community projects are currently being managed.

It can be concluded therefore that the programme was largely successful in achieving the component purpose. Capacity for planning, management and ownership are critical for effective and sustainable development. The Community Development Fund is regarded one of the outstanding successes of the SARDP III.

7 GENDER EQUALITY AND MAINSTREAMING HIV / AIDS

This chapter focuses on the cross cutting which are part of all or most of the four main components. These are (i) gender equality, (ii) mainstreaming HIV / AIDS, and (iii) environment. Environment is an integral part of agriculture and natural resources management, and is environmental impact is considered and mitigated during design and implementation of infrastructure and there were covered within these chapters. This chapter highlights the main efforts to support the development of gender equality and mainstream HIV / AIDS.

7.1 Gender equality

Gender inequality is entrenched in social, economic, cultural and political structures and closely interwoven with each development challenge, levels from household to national levels. In previous development endeavours, gender issues were often overlooked and opportunities were missed. The contributions of almost half the population (women) of the country to the household and national economy were not adequately valued.

consideration of gender issues at all stages of development significantly contributes to food security and economic development. The programme therefore focused on mainstreaming gender into the various program components and interventions components.

In line with realizing full participation of all members of the society in the development process, ensuring equitable and empowering opportunities to women with recognition of their practical and strategic needs was a key concern of SARDP. The main objectives were to increase women's participation in planning and decision-making, girls school enrolment at all educational levels, women's earning capacity, and reduce women workload, the incidence of harmful traditional practices (HTPs) and violence against women (VAW).

7.1.1 Improving gender knowledge and understanding

Training and experience sharing

Gender training, experience sharing and review meetings are important tools for improving knowledge and understanding of gender equality issues

During SARDP III, a total of 37,054 (55% female) people from government and communities were trained on gender matters including a basic understanding of the gender concept, gender and development, women and leadership, gender analysis, gender mainstreaming, women related policies and family code. The total cost was Birr 186,963. training materials were also provided. While these trainings contributed to improved understanding, there is need to develop appropriate mechanisms to transfer the knowledge obtained from trainings to office colleagues.

Gender analysis: a practical tool to understand existing gender relations

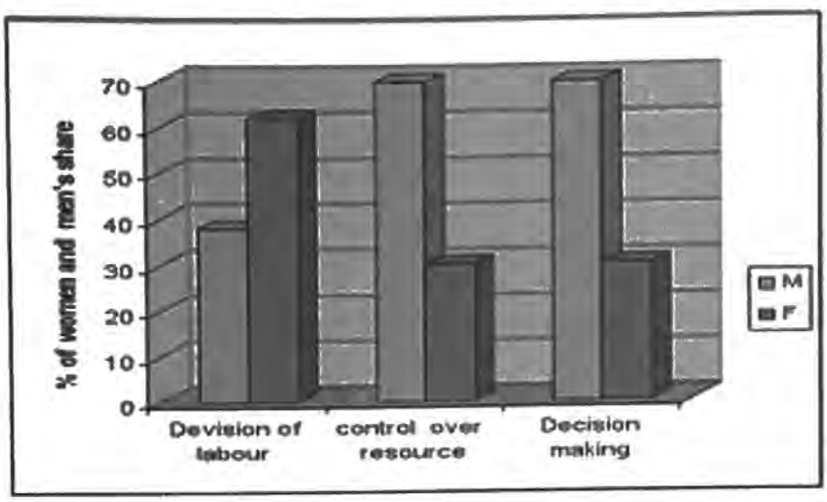
Gender analysis is a practical tool that helps to understand existing gender relation in a given locality. Teams from the Women's Affairs Office carried out gender analysis with community members, often including both husbands-and-wives. The participants were asked to define and describe gender roles in production, reproduction and community. This was followed by identification of gender roles in decision-making, control over resources and service delivery. In some instances, this included how benefits were shared among family members and in the community (often money).

Figure 24: Women and men groups participating in gender analysis



SARDP III supported gender analysis in 178 programme-supported kebeles at a total cost of Birr 0.72 million. A total of 19,310 community representatives (51% female) participated in this. The finding of the analysis helped the participants to understand the nature of women's and men's roles, power relations and ways in which those differences were valued, used and relied upon in addressing the needs and problems of both women and men.

Figure 25: Trends of gender relations observed during gender analysis



The share of household burdens was generally not equal for men and women. Women were over burdened in both household and field based activities. The finding revealed that more than 60% of activities were covered by women. Asset ownership, control over resources and decision-making were also found to be issues that required improvement in male headed households.

In response to these findings, SARDP focused attention on raising community awareness, system development (women forum, gender conversation group, gender network, HTP & referral system), and improving capacity of implementing organizations.

Participants were assisted to organize themselves in to gender conversation groups and develop action plan in order to work together to alleviate the identified gender gaps within their household and vicinity.

Improved access to several social services supported by the programme have helped to relieve women's burden. These include developing potable water points, installation of grinding mills near villages, construction of rural roads and health facilities. Fuel and energy saving stoves

and other agriculture related labour saving technologies such as pedal pump, backyard woodlot and forage plantation.

The Women's Affairs Offices at three woredas in South Wollo (Dessie Zuria, Wogdi and Kalu) conducted simple gender analysis assessment in kebeles to measure the progress after some years of implementation of SARDP. Even though the study may not be representative of all kebeles, significant changes were observed.

The study found that that control over resources had improved from 30% to 45% and that the involvement of women in decision making had improved from 30% to 42% .The study also found that women's workload had been reduced by 6%. These are vital outcomes and an indication that there is some change in attitudinal among communities. Much more progress is needed however if the overall magnitude of the problem is considered.

7.1.2 Establishing and strengthening gender support systems

Gender networking

The establishment and strengthening of gender networks was one of the important activities to promote gender equality supported by SARDP III. The main purpose was to create close links between the various sector offices, NGOs, civil society organisations and community based organisations working in the supported woredas. This provides common platform where to address the gender issues more systematically.

gender networking focal persons were therefore assigned in all programme woredas. The total number of gender network members in both zones reached 560 (294 in South Wollo and 266 in East Gojjam) of which 36% were women. The networks had their own facilitating committee and bylaws. This created good opportunities to share experiences and build understanding, competence and confidence.

However, though the system adopted contributed a lot to the enhancement of gender mainstreaming, the networks did not progress as envisaged. The main problems related to lack of commitment, staffs turnover, and low important attached to the work of the focal person.

Women's forum and gender conversation groups

Gender inequality is a reflection of the socio-cultural gender differences between sexes in accepted roles, hierarchy and tradition. This brings women and men to different levels in terms of exposure, experience, knowledge, skills, practices, positions, and privileges. The varied nature of their position and roles also affects the participation and the benefits of women and men in a development intervention. Women and gender conservation forums are two approaches to promote better gender equality.

The "**women's forum**" is a simple women's discussion group organized with interested women at kebele level. The "**gender conversation forum**" is a similar discussion group which accommodates both men and women, in most cases they are from same household. The objective is to create favourable environment for women to discuss issues openly without being intimidated by males, and to enhance promotion of gender equality through the joint effort of male and female. Forums have their own facilitating committee and bylaws.

Figure 26: Forum members receiving Health Education



SARDP III supported a total of 405 forums in different woredas mainly through support for organizational process and building members' capacity. The total investment was Birr 247,138. Group formation involves group training, gender analysis and arranging experience sharing. Some basic trainings were also delivered to facilitating committees and some members.

The size of women's forums ranged from 50 to 150. The size of gender forums was determined by the number of participants involved in gender analysis and experience sharing. Initially this was between 24 to 30 although some forums were much larger (70 to 100).

An impact assessment conducted on gender relations at Dessie Zuria woreda (South Wollo) revealed that households had been able to save approximately Birr 500 to 2,100 due to better control of expenditure.

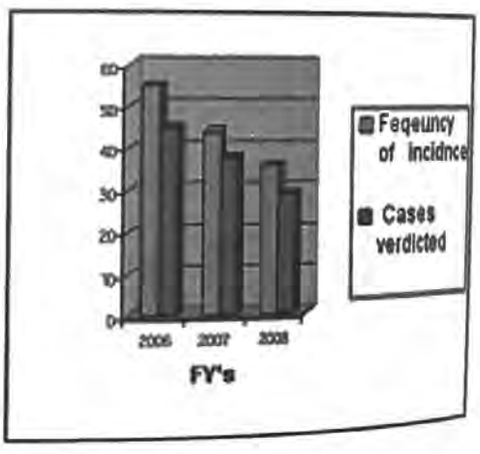
According to discussion made with some of the forum members, household earning has increased from Birr 2,500 to 10,000. Members also reported benefited from agricultural and health extension interventions due to the use of forums as the focus for the intervention. Some of the forums have been grown into saving and credit cooperatives. Women forums at 'Key-gedel' and 'Adey' kebele in Dessie Zuria woreda and Alash kebele at Kutaber woreda in South Wollo can be mentioned as a case in point. Their saving has reached to Birr 91,068, Birr 58,612 and Birr 127,200, respectively, and are now providing credit to members.

Harmful traditional practices (HTP) committees and the referral system

The wide spread of harmful traditional practices (HTPs) as well as the fact that women and girls are the most affected, requires serious strategies to address the problem.

SARDP III supported the development of a gender support system that mobilizes various actors against HTP and other types of gender-based violence. This system had strong links form grassroots to woreda levels. This involved the establishment and strengthening of HTP eradication committees and an organised referral system.

Figure 27: Trends on prevalence and prosecution of rape

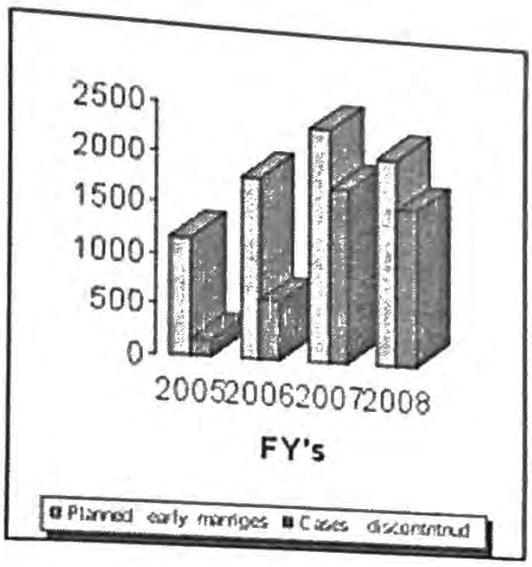


The woreda HTP eradication committee includes representatives from the offices for justice, police, health, education, women's associations, women's affairs, youth and sport office and religious groups. The kebele HTP committee includes also the kebele administrator, school director, and leaders of girls' club from the school adjacent to kebele centre, and the judiciary is replaced by representatives of local justice. In places there are also sub-kebele committees with a male and female representative from the community. HTP eradication committees were trained on HTP and gender to equip them with the necessary knowledge and skill.

Difficult cases are referred upwards in the system of committees. the woreda HTP committee may formally submit the case to the justice office for a court hearing if required. for hearing.

HTP committees were organized in 743 kebeles with total membership of 9,326 (35% female). The total cost for the support provided to these committees was Birr 199,595.

Figure 28: Trends on early marriage reduction



Safety houses are also part of the overall support system. Safety houses are places where victims of VAW and HTPs can be brought to stay until their cases are being decided. They are also half-way houses where victims can be prepared to move to other places and/or hospitals. Considering the importance of these safety houses, SARDP supported construction of safety houses as a pilot project in two woredas of South Wollo (Mekdela and Kutaber).

Data obtained from Women's Affairs Offices show that the occurrence of rape and the practice of early marriage have been gradually declining (Figure 27 and Figure 28). The improvement was reported to be due to the willingness of communities to disclose information, HTP committees commitment to follow-up and explore the practices experienced at grassroots level and focused government interventions on the reduction of HTP. Progress was also reported on bringing cases to the law enforcing bodies.

7.1.3 Increasing the enrolment of girls in school

Supporting and strengthening girls' clubs

A number of complex and interrelated factors contribute to the low enrolment and high dropout rates of girls. Some relate to social, economic , cultural and traditional factors. Preference of families to invest in boys or girls education, early marriage, fear of gender-based violence (rape, abduction, sexual harassment etc) on the way to or from school, and low awareness on the effect of harmful traditional practices (HTP) are also contributory factors.

SARDP strived to find and support interventions that could enable female students to continue their schooling. Supporting and strengthening of girls' clubs was been one of the strategies implemented in collaboration with Woreda Education and Women Affairs Offices. The aim was to enable girl students to protect themselves and become key players in the process of combating HTP.

SARDP therefore provided support to strengthen girls' and gender clubs with a total membership of 78,610 (94% female) in 1,143 primary schools. Male students are members of the clubs in some woredas so as to jointly tackle the problems. The total investment was around Birr 0.51 million. The support included (i) improving members knowledge and understanding on HTP, gender, women related policies; (ii) crime prevention, (iii) supporting orphans and children of poor families who cannot afford the costs of school, (iv) provision of some stationery and furniture, and (v) development of income generating activities such as tea rooms or small shops (for some woredas only).

Data from the woreda Education Offices shows that the number of girls attending school has been steadily increasing. Secondary sources also show that the number of girls in the high

performance category had increased from 547 in 2006 to 1,050 in 2008. Though the achievement was considerable, much more remains to be done.

Girls' dormitories

Accommodation for students from rural areas, when they join high schools and preparatory schools is a major primary concern for the students and their parents. This is due to shortage or student accommodation in the rural areas. Students are expected to go to nearby woreda towns to pursue their education. This is a particular challenge however, for girl students because of the risks for girls of living in unsafe accommodation or travelling far to reach their school.

SARDP has played and important role in constructing and upgrading schools in the programme-supported zones. Construction of girls' dormitories was one of the interventions initiated by the programme, initially on a pilot basis. This has enabled female students to be protected and improve their academic performance.

the programme has supported construction and furnishing of seven pilot girls dormitories in seven programme woredas of the two zones, at a total cost of Birr 1.4 million (close to Birr 200,000 per dormitory). All of the dormitories, except Enemay and Enarji Enawga where CVM and the woreda administration covered about Birr 120,000 and Birr 32,000, respectively, were constructed from the financial support (89%) of the programme. These dormitories have bedrooms, dining rooms, reading rooms, kitchens, stores, toilets and bath rooms. The dormitories are adequately furnished and have electricity. Some dormitories were provided with computers, television and tape-recorders. Students are expected to pay a reasonable monthly fee of Birr 10 to 15 which i used for minor maintenance. guidelines for management of the dormitories were also developed.

The dormitories are administered by committees with members from the Woreda Women's Affairs Office, Education Office, woreda administration, parent teachers association, school administration /school director, representatives from girls' clubs, and the girls students themselves.

The dormitories give priority to 11th and 12th grade students who came from rural areas and who are relatively better in their academic performance. So far, the dormitories have been of benefit to 125 students from two academic years.

The dormitories have not only encouraged girl students to attend school because of having safe accommodation, they have also helped to improve the academic performance of the girls (Table 15).

Table 15: Student performance before and while living in a dormitory

Performance category	Students offered opportunity at 11th Grade (%)		Students offered opportunity at 12th Grade (%)	
	Before (10th grade)	While living in dormitory	Before (11th grade)	While living in dormitory
High	13.1	43.5	33.3	41.7
Medium	39.13	47.8	41.7	50

(Debresina and Enemay woredas)

All the grade 12 students who were offered an opportunity for safe accommodation and sat for university entrance examination, by the year 2008/09, passed successfully to university. Their result for this falls between 257 and 368 out of 500.

7.1.4 Increasing women's income earning capacity

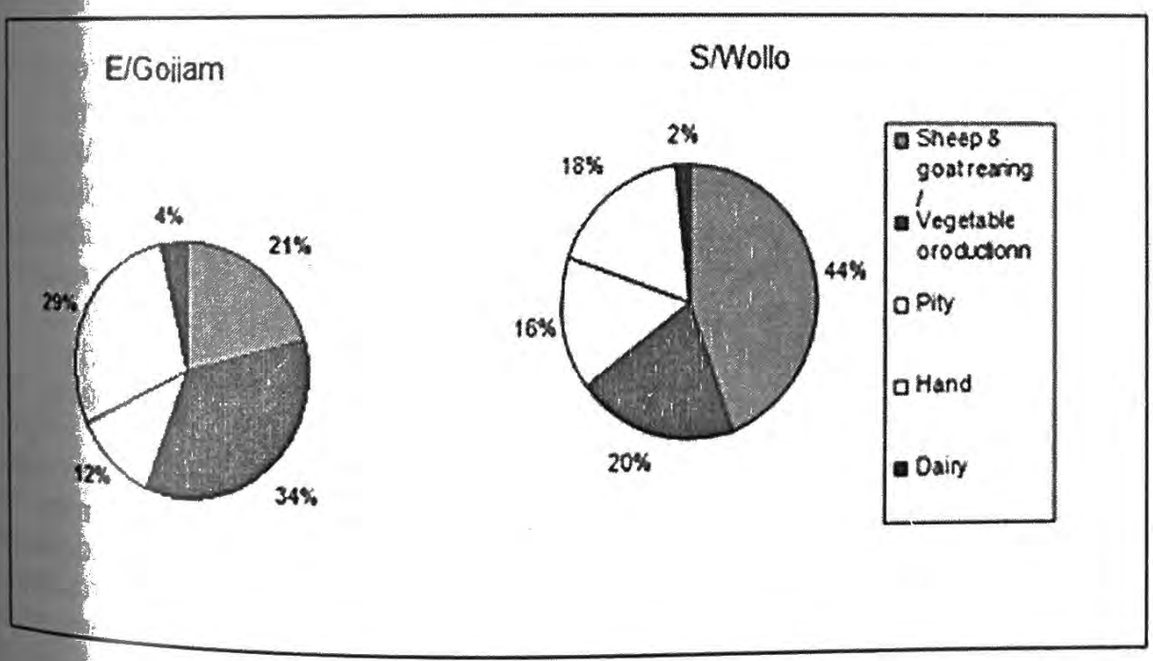
Increasing women income earning capacity was supported by SARDP to help empower them and improve their lives. A two-pronged approach was followed which emphasised (i) the mainstreaming of gender concerns in all program activities and (ii) supporting women-focused income generating interventions. The program supported activities which targeted women under the Economic Diversification component and allocated specific budgets for separate women groups. The provision of technical and skill trainings on business development together with financial support for women were among the successes of the program.

SARDP III supported a total of 5,591 women to run different off / non-farm activities at a total cost of Birr 2,272,376. Support include training and the initial capital to start their businesses. Data from the Women's Affairs Offices showed that the programme had supported around 44% of 12,824 women involved in various income generating activities or small businesses through various government and non-government organizations.

The programme supported women individually or in groups Sheep and goat rearing, fatting of cattle, vegetable and fruit production, poultry production, beekeeping, petty trade, home-based handicrafts and service enterprises were among the income generating activities (small businesses) run by the women. Women also benefited from the irrigation support, backyard plots for vegetable and fruit production and seed multiplication (13% were women). Providing small farm tools, seeds, seedlings, exotic breeds, and technical/skill trainings were some of the other supports that the programme extended to women in the rural areas.

The support for all the different types of activity which was targeted towards women has been seen to have had an impact. Focus group discussions held with women and gender conversation groups in some programme woredas revealed that improved income and other benefits had been obtained from a number of interventions: e.g. raising sheep and goats, wheat production, vegetable production, petty trade, etc (see Figure 29).

Figure 29: Women's main income generating activities



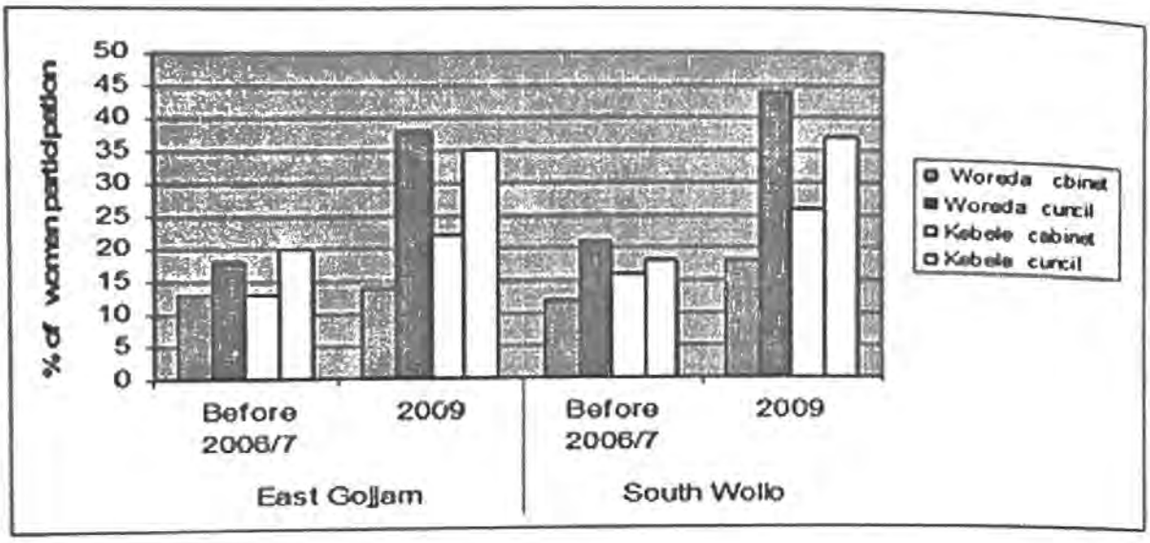
7.1.5 Women participation in planning and decision making

Increasing women participation in planning and decision making was an important objective of a range of activities supported by the programme. There were two sides to this story, (i) building women's knowledge, skills, competence, self confidence and assertiveness, and (ii) changing the attitudes of men and women in key positions and the community as a whole, towards the idea of women having a more equal role in planning and decision making. A number of strategies and interventions were able to support these objectives.

The Decentralisation component of SARDP played a central role in involving women in planning and decision making at all levels. The implementation of the Community Development Fund was particularly important in this respect. Ensuring women's participation in committees and different groups and clubs was another strategy: e.g. the land administration committees, water management committees, watershed committees, HIV/AIDS committees, HTP committees, CDF committees and cooperative boards. Building knowledge, skills and capacity of women, supporting women to start and run their own businesses, and the development of gender support systems all played their part.

SARDP also supported the raising of awareness of men and women on the various women-related policies to strengthen women's knowledge of legal matters, leadership and gender issues, and help build their negotiation abilities.

Figure 30: Women participation in decision-making committees



The number of women in leadership positions has increased significantly over time. Figure 30 shows the increase in the percentage of women members on the various decision making bodies at kebele and woreda levels. In addition, women's participation in land administration, water management and Community Development Fund committees supported through the programme increased to 37%, 41% and 43%, respectively.

However, though the progress on existing representation of women is encouraging, their participation in some key decision-making positions (woreda & kebele cabinet) is still very low. The main reasons appear to be the unfavourable attitude in society towards women taking leadership roles, and the relatively lower level of education of women compared to men. This also relates (directly/indirectly) to the deep-rooted cultural and traditional gender-based discrimination in society. The belief that women lack the ability and qualification to productively participate in decision-making persists in spite of policies and constitutional provisions ratified by the government.

7.1.6 Sustainability

Encouraging outcomes have been achieved from gender-focused interventions and the gender-focus mainstreamed into all interventions supported by the programme. Significant attitudinal changes have been achieved on deep-rooted gender issues. Changes have also been observed in practice, relating for instance to women's income earning capacity, access to and control over resources and benefits, involvement in decision-making and several other related issues. While these changes have been encouraging, there is a very long way to go before gender equality will be achieved.

A very important question therefore is whether these changes in attitudes and practice will be sustained, and then built on, to move further towards full gender equality.

Considering the way attitudes towards gender are entrenched in culture and society, and that gender equality is concerned with sharing power which people generally are reluctant to do, it is felt that achieving gender equality will be a long and difficult struggle. This will need the persistent efforts of champions as well as a responsible body to advocate for and maintain changes in the community. This will continue far beyond the end of the SARDP.

As far as sustainability is concerned, SARDP has made considerable effort to build a sense of ownership within the households and communities at grassroots level, through the local administration at kebele level and the woreda level. All the various interventions supported by the program have been taken over by the proper owners. Girls' dormitories for instance have been handed over to the Woreda Education office. The Women's Affairs Office is the main government agency responsible for sustaining the gains made so far and continuing the struggle for gender equality.

7.2 Mainstreaming HIV/AIDS

The programme aims to mainstream HIV/AIDS issues into each program component so that individuals, families and communities are able to build improved livelihoods and improve vulnerability to shocks which or exacerbates the impact of the HIV/AIDS pandemic. It is hoped that the improved understanding of HIV / AIDS will in the longer term help to change behaviour and reduce the spread of the disease.

7.2.1 The experiences of SARDP in combating the effects of HIV/AIDS

The major HIV/AIDS related initiatives of SARDP include:

- **Improving Infrastructure**. The Woreda health posts and health centres built through SARDP enabled the woreda health services to provide advice and treatment to people with HIV and to those at risk of contracting the virus.
- **Capacity Building**. The woreda sector offices assigned individuals to act as focal persons on HIV/AIDS related issues. They were trained on HIV/AIDS related issues.
- **Awareness Creation**. The program supported the development of information materials and promoted HIV awareness and behavioural change among local people as well as woreda government staff.

SARDP has been engaged in creating opportunities for people living with HIV / AIDS (PLWHA) and affected families to increase their income and secure better livelihoods. The programme has supported development of various income generating activities and supported people to be involved in microfinance schemes that can help them develop their own enterprises or obtain employment. Improving the health infrastructure and services provides direct support to people at risk and those living with HIV / AIDS. Some interventions targeted the high risk groups:

commercial sex workers, people living with HIV / AIDS (PLWHA) and orphans and vulnerable children (OVC).

Moreover, SARDP has strengthened the association of people living with HIV / AIDS. The programme has also supported "community conversations" (on HIV/AIDS) which help communities to discuss and learn about the HIV/AIDS pandemic in the rural communities. This will help to understand HIV / AIDS better and take appropriate actions in the community against the pandemic and in support of sufferers.

The creation of "community development fund", the enhancement of local traditional justice systems, and gender mainstreaming can directly or indirectly empower the communities and strengthen their response to the HIV / AIDS pandemic and their involvement in providing social services for PLWHA and their families.

The life of almost all rural communities in the program woredas is dependent on subsistence farming. Therefore SARDP's approach in increasing the income of PLWHA and affected families through various income generating activities such as animal rearing and fattening, and establishing small businesses such as photocopy service, cafeterias and retail shops is a commendable strategy that needs to be scaled up.

One of the strategies in providing services for HIV/AIDS infected and affected people is strengthening the health infrastructure where services are usually offered. SARDP has, therefore, been establishing and renovating health centres and health posts in order to access services for the communities. In addition, the program supported a transport services for patients who require antiretroviral drugs, which are not usually found in the nearest health facilities.

The HIV/AIDS Prevention and Control Offices in the two programme zones have also helped to establish associations for PLHWAs and a triple programme for prevention, care and support, and social actions have been introduced in all woredas.

7.2.2 "Community Conversation" (CC)

To encourage the testing and counselling services at community level, "community conversation" forums were established in almost all kebeles. Community conversation is making traditionally conservative individuals open up and face the realities of HIV, including the need to treat people affected by the pandemic with greater respect and acceptance. This is a mechanism whereby a group of about 50 to 70 community members representing various social groups meet every two weeks over a period of one year; to discus on issues related to HIV/AIDS and related issues.

The purpose of community conversation is to enable the community to explore factors fostering the spread of HIV/AIDS in their locality, design means to control the spread and plan socially accepted care and support systems for PLWHAs and OVCs.

SARDP supported community conversation with the broad objectives to (i) generate a deep understanding of the nature of the epidemic within the individuals and communities and create social organization for favourable behaviour change in SARDP Woredas, (ii) strengthen and support the development of self esteem, self confidence, tolerance, trust, accountability, and self management, (iii) bring the voice of the affected people into community for an informed collective response, and (iv) integrate community concerns and decisions into decentralized plans.

Table 16: Summary of HIV/AIDS related Interventions

S/n	Description	Programme Zone		
		East Gojjam	South Wollo	Total
1	Established/strengthened VCTs	9	12	**21**
2	Community Conversations(CCs) conducted	489	344	**833**
3	Number of participants (Male + Female)	30854	22120	**52,974**
	Male	17134	12685	**29,819**
	Female	13720	9435	**23,155**
4	Care and Support for PLWA & vulnerable individuals	1494	1169	**2,663**

As indicated in Table 16, during the implementation of the programme, a total of 21 VCTs were established or strengthened and more than 833 community conversation held. It was estimated that around 53,000 people (44% female) participated in these events.

7.3 Review of achievements on cross-cutting issues

The cross-cutting issues supported by the programme were gender equality, mainstreaming HIV / AIDS and environment. This section briefly reviews the main outputs produced by the specific programme support for the cross-cutting issues of gender equality and mainstreaming HIV / AIDS. Other achievements relating to the cross-cutting issues have been reported on under the chapters on the main components (agriculture and NRM, infrastructure, economic diversification and decentralisation) within which the cross-cutting issues were mainstreamed.

Improved gender knowledge and understanding:
During SARDP III, a total of 37,054 (55% female) people from government and communities were trained on gender matters including a basic understanding of the gender concept, gender and development, women and leadership, gender analysis, gender mainstreaming, women related policies and family code. This provided the foundation for some of the other gender related work.

Gender analysis to build understanding of gender relations in communities:
SARDP III supported gender analysis in 178 programme-supported kebeles. A total of 19,310 community representatives (51% female) participated in this. The finding of the analysis helped the participants to understand the nature of women's and men's roles, power relations and ways in which those differences were valued, used and relied upon in addressing the needs and problems of both women and men. This work also helped to understand the impact of the gender focus of some of the main activities supported under the programme components.

Gender network established:
Gender networking focal persons were assigned in all programme woredas. The total number of gender network members in both zones reached 560 (294 in South Wollo and 266 in East Gojjam) of which 36% were women. The networks had their own facilitating committee and bylaws. This created good opportunities to share experiences and build understanding, competence and confidence.

Women's forum and gender conversation forums:
The "women's forum" is a simple women's discussion group at kebele level. The "gender conversation forum" is a similar discussion group with both men and women, usually from same household. SARDP III supported a total of 405 forums in different woredas These forums helped to build understanding of gender issues and provided a platform for improving women's

situation, building businesses, etc. Some of the forums have been grown into saving and credit cooperatives.

Harmful traditional practices (HTP) committees and the referral system:
The programme helped to build a system of "Harmful Traditional Practices" (HTP) eradication committees from sub-kebele to woreda level, with referral system to woreda level and the courts to deal with difficult cases. HTP committees were organized in 743 kebeles with total membership of 9,326 (35% female). The programme also supported the construction of safety houses as a pilot project in two woredas of South Wollo. the occurrence of rape and the practice of early marriage appear to be declining.

Strengthening girls' clubs to increase the enrolment of girls in school:
SARDP provided support to strengthen girls' and gender clubs with a total membership of 78,610 (94% female) in 1,143 primary schools. The support included (i) improving members knowledge and understanding on HTP, gender, women related policies; (ii) crime prevention, (iii) supporting orphans and children of poor families.

Girls' dormitories to provide safe and supportive accommodation for girls in school:
The programme supported the construction and furnishing of seven pilot girls dormitories in seven programme woredas The dormitories encouraged girls to stay at school and contributed towards improved academic performance of the girls.

Increasing women's income earning capacity:
SARDP III supported a total of 5,591 women to run different off / non-farm activities at a total cost of Birr 2,272,376. Support include training and the initial capital to start their businesses.

HIV / AIDS "Community Conversation" forums established:
"Community conversation" forums provide a way to build understanding of HIV / AIDS issues in the community and help improve the lives of people living with or affected by HIV / AIDS. Community level, "community conversation" forums were established in almost all kebeles. A total of 21 Voluntary Counselling and Testing facilities (VCTs) were also established or strengthened and more than 833 community conversation events held. It was estimated that around 53,000 people (44% female) participated in these events.

8 PROGRAMME MANAGEMENT AND IMPLEMENTATION

8.1 SARDP Programme Coordination Unit (PCU)

SARDP was managed by a Programme Coordinating Unit (PCU) annexed to the Bureau of Finance and Economic Development (BoFED) and accountable to the Regional Programme Coordination Committee (PCC). The regional PCU was based in the regional capital Bahir Dar and sub-PCUs were located in the two zones (East Gojjam and South Wollo).

The PCU was responsible to facilitate and coordinate program planning, implementation, monitoring and evaluation. The regional PCU had full time staff for management, monitoring and evaluation, accounting, procurement and support services. The regional and sub PCUs managed the international and national Technical Assistance provided through the international consulting firm (see below). The PCU also had responsibility to ensure timely transfer and efficient utilization of program funds and other resources by beneficiaries.

With the support of the Sub-PCUs, the international and national Technical Assistance personnel provided through the international consulting firm, and the various government sections at all levels , the PCU has carried out of facilitated a number of tasks and supported the smooth implementation of the programme. The main tasks and achievement s of the PCU include:

- Provided trainings on the overall implementation of the programme, planning, monitoring and evaluation of interventions;
- Facilitated long-term, short-term trainings and experience sharing visits, both overseas and at home;
- Facilitated and coordinated annual plan of operation and budget prepared with the participation of the beneficiary community;
- Consolidated quarterly and annual performance reports of the programme and submitted to the client and donor;
- Facilitated joint quarterly and annual review meetings held by the client and the donor;
- Facilitated and assisted in the financial audits made every year by the donor;
- Facilitated the smooth operation of Enterprise Development Facility(EDF);
- Followed-up and monitored the implementation of the different interventions of the programme;
- Carried out assessments to evaluate the performance of the interventions;
- Prepared different documents(such as "SARDP on the ground", "Building Ethiopia's Future") booklets (such as " Window of Best Practices of SARDP"), and leaflets and distributed to programme stakeholders and other high level officials in the region and at the Federal level;
- Prepared digital pool-up printing posters and maps of the intervention areas
- Broadcasted 52 weekly radio-programs in collaboration with Amhara Mass Media Agency (AMMA) to promote scaling-up of best practices and technologies achieved by the program;
- In collaboration with local and national media agencies achievements and current status of SARDP interventions have been aired so as to reach out different stakeholders and the general public;
- Uploaded different documents and latest news related to SARDP on BoFED webpage to promote SARDP's lessons to the general public;
- Produced results report so as to see whether the programme has been achieving its set purposes; the report is distributed to the donor and the different stakeholders and institutions in the regional state;

- Facilitated and assisted in the evaluation of the programme by external evaluators hired by the donor.
- Carried out annual zonal review meetings with the participation of the representatives of the beneficiary communities.
- Developed a monitoring database and entered all the plan and accomplishment data of the third phase of the programme.
- Facilitated and assisted intra/inter woreda experience so as to exchange experiences among implementers and beneficiaries;
- Facilitated annual PCC meetings in order to be able to review the progress of SARDP and endorse annual work plan and budgets;
- Conducted internal impact assessment to assess the effect of the programme and other interventions on the livelihood of the beneficiary community; distributed the report the donor and other stakeholders in the regional state;
- Arranged a closing workshop incuding launching of the SARDP book 'Building Ethiopia's Future' in Bhar Dar on June 28, 2010:
- Rendered all necessary administrative services to technical advisors(TAs)

The PCU also designed and established an overall monitoring and evaluation (M&E) system which focused on the achievement of results as well as on the implementation of activities ("results-based" M&E). SARDP was a large and complex programme with a large number of activities, outputs and outcomes. This required sound collaboration, a smooth flow of information from the kebeles to the region, and well organised systems for data collection and management. The SARDP results-based M&E worked well and proved itself invaluable for tracking progress and guiding decisions about the corrective actions needed to rectify shortcomings. The M&E system also provided the information and insights needed for reporting to the wide range of stakeholders of the SARDP.

The PCU and sub-PCUs were established in an appropriate way and worked well to provide the facilitation and management required for the successful implementation of the programme. There were no major problems with the PCU. The goods and services required were procured in a timely and cost-effective manner. The international and national Technical Assistance personnel provided through the international consulting firm were well coordinated and well used to support the implementation of the programme. The PCU work well with the Programme Coordination Committees at regional and zonal levels. There was good collaboration and coordination with the backstopping bureaus and institutions at regional level and the technical departments in the zones and woredas.

8.2 Backstopping support from regional bureaus and institutions

Specific technical backstopping support was provided to programme-supported woredas by a number of regional Bureaus and institutions according to their areas of expertise. These bureaus and institutions were supported in this through programme resources. The bulk of the backstopping support (around 70%) went to ACSI, BoEPLAU and ARRA, while most of the bureaus were allocated 300,000 to 400,000 Birr annually for backstopping operations. Details of actual funding used by each of the backstopping Bureaus or institutions is given in Table 18. The main Bureaus and institutions involved were:

- Bureau of Finance and Economic Development (BoFED)
- Bureau of Environmental Protection and Land Administration and Use (BoEPLAU),
- Amhara Rural Roads Authority(ARRA),
- Amhara Credit and Savings Institution (ACSI),
- Bureau of Agriculture and Rural Development (BoARD),
- Amhara Regional Agricultural Research Institute(ARARI),

- Micro and Small Enterprise and Industry Promotion Agency (MSEIPA),
- Bureau of Trade and Industry(BoTI),
- Bureau of Women's Affairs (BoWA),
- Bureau of Works and Urban Development(BoWUD),
- Bureau of Water Resources Development (BoWRD),
- HIV/AIDS Prevention and Control Office (HAPCO),
- Amhara Cooperatives Promotion Agency(CPA),
- Bureau of Mines and Rural Energy (BoMRE).
- Amhara Mass Media Agency (AMMA),

The technical backstopping support was provided to a good standard and in a timely and effective manner. This approach enabled the programme to improve the technical quality of the various interventions supported while making good, cost-effective use of locally available expertise and helping to build capacity at the regional level.

8.2.1 Specific Technical Support

At the regional level, the programme has been supported by several bureaus and authorities in the provision of technical support to the programme woredas in very specific programme related fields.

Agricultural Extension:

- A total of 353 agricultural extension workers and woreda experts were trained in the areas of vertisol management, compost preparation, watershed management, fruits and spices production and management, milk management, modern fish farming, agro-forestry, forest management, seed inspection, agricultural market networking, etc.
- Summer course trainings were provided to 84 woreda and zonal experts, at a cost of Birr 262,266, mainly to upgrade their academic level from diploma to B.Sc degree.
- The bureau has established an ICT system connecting the different functional departments.

On-Farm Research

SARDP has supported the OFR intervention carried out by Amhara Agricultural Research Institute (ARARI). With the view to improving the production and productivity of crops, livestock and natural resource of beneficiaries, a number of activities have been carried out with the support of the programme.

- Major activities under crop production were: 1) multiplication of selected crop varieties including 'Mengesha' potato variety on 358 ha of land; 2) variety adaptation trials on different crop varieties and highland fruits (bread and durum wheat, barely, maize, lentil, fababean, fieldpea, cowpea, chickpea, nigerseed, groundnut, sesame, teff, haricot bean, cotton, potato, mango, avocado, apple and banana); and 3) crop protection and agronomic technologies.
- The major areas of concern in livestock development were: forage/fodder crops management, improving grazing land management, poultry, beekeeping, fishery and livestock husbandry. Moreover, construction of brooder houses (at Dejeen and Haik towns), distribution of Rams, improved heifers, beehive, poultry, etc were the other major interventions undertaken by the bureau.
- The main NRM activities implemented include, among others, evaluation of watershed intervention and estimating of runoff production form catchments, evaluating the performance of different forage species for the quick rehabilitation of degraded hills, and

evaluation of legume shrubs and herbaceous species for adaptation and green biomass production.

- On-farm evaluation and demonstration donkey drawn carts, participatory and demonstration of Moldboard of plow, participatory evaluation and demonstration of Broad Bed maker(BBM), farming survey of Wogi, Saint and Kelala woredas and challenges and opportunities of highland sheep production and marketing have been conducted.

Land Administration, Use & Environmental Protection

SARDP has been allocating a significant proportion of the backstopping budget for the Bureau of Environmental Protection and Land Use mainly for development of legal system, capacity building, and computerized registration.

- A land proclamation has been enacted by the regional council in 2006 to ensure property and user rights registration and issuance of landholding certificates, with the view to raise sense of ownership on the part of the landholders and bring about sustainable land management in the programme areas.
- The bureau has introduced modern land administration system that can enable manage the data at all levels of implementation. Some of the major activities carried out over the implementation years of the programme were:
    - building the implementation capacity of zonal and woreda experts and land administration committees established in the programme kebeles through trainings (on surveying and mapping, environmental impact assessment), bio-conservation, environmental management system and auditing, waste management, property valuation, etc);
    - demarcating land and preparing physical plans for kebeles centers;
    - preparing and printing book of holdings;
    - design and implement a computerized land administration system (ISLA) to make the land registry system easy, fast, and efficient.

Rural Energy

Promoting improved fuel saving (energy efficient) stoves, with a particular focus to *Mirt* and *Fetenech* cooking stoves was found to be ideal to mitigate the problem of the existing widespread deforestation. The following were the major activities carried out by the Agency:

- training of trainers on production, assembling and usage of improved fuel saving stoves (Mirt and Fetenech) for over 293 zonal and woredas experts, and development agents;
- distribution of moulds;
- promotion of fuel saving stoves;
- experience sharing visits; and
- provision of technical assistance.

Rural Roads

ARRA has undertaken a number of activities. In the construction side, the following were some of the major activities carried out by the Authority:

- rehabilitation of the Yewula-Elias road (17km);
- maintenance of 186 km of road by length person system;
- rehabilitation of 27 km of the Debre Markos-Robgebeya road benefiting more than 50,000 inhabitants
- rehabilitation of the Qeranyo-Sede rural road (19 km).

The Authority has also built the capacity of the woreda staff. It has, for instance, trained more than 50 road technicians to enhance their skill and sustain the roads constructed.

Water resource development

The bureau over the implementation years has accomplished the following major activities:

- Training of woredas experts and DAs on O&M, and management of water supply and irrigation schemes, motorized systems;
- identification of two SSI projects and preparing appropriate designs;
- preparation of technical manuals (on water harvesting technology, irrigation engineering, community participation, O & M, water quality and sanitation, etc)
- promotion of hygiene and sanitation;
- generator house construction and structural works;
- supply of water treatment chemicals; and
- provision of technical assistance.

MSEs Promotion

AMSEIPA has signed agreements with two MFIs, the Amhara Credit and Saving Institute (ACSI) and the Abay Ber Saving and Credit Union, selected through competitive biding. Two private facilitator companies, GENI and Ambassador, were recruited to avail business development services (BDS).

The Agency has been intervening, among others, in the following areas during the third phase of SARDP:

- conducting different trainings and sensitization workshops;
- facilitation of loan access;
- construction of business incubation centers;
- organizing trade fairs and exhibitions;
- facilitate the establishment of two business clusters & incubation centers;

Gender

The Bureau of Women's Affairs has accomplished the following activities:

- provision of training on gender analysis and mainstreaming;
- conducting gender related studies (VAW/HTP) and impact assessments on laws, regulations, and affirmative actions in relation to women. The survey was conducted with collaboration with Bahir Dar University and the material distributed to the respective stakeholders.
- organizing awareness creation workshops on gender issues, review forums, and familiarization of gender mainstreaming strategy.

Support to rural towns

The Bureau of Works and Urban Development has provided the following supports to Woreda towns.

- building the capacity of woreda experts on labour based technology for the construction of buildings, road, and drainage structures for municipal towns;
- provision of trainings on urban land management and financial management; and
- preparation and approval of municipal development projects.

HIV/AIDS Prevention and Control:

HAPCO has carried out the following major activities in the programme Woredas.

- awareness creating workshops;
- promoting community conversation(CC);
- inter and intra woreda experience sharing;
- facilitate voluntary counseling and testing in all the programme areas; and
- monitor and evaluate implementation of anti-HIV/AIDS interventions.

Micro-Finance

ACSI has accomplished the following activities:

- upgrading courses to 83 middle and field level staff, with Birr 460,000, to upgrade their career to diploma and certificate;
- overseas experience sharing visits to EQUITY BANK and JAMI BORA in Kenya;
- establishing management information system(MIS);
- carry out impact assessment on financial services;
- purchase of vehicles and motorbikes at a cost of Birr 750,000 and Birr 600,000, respectively; and
- purchase of office furniture for equipping its new 5 story building.

Until June 2010, ACSI has managed to cover 2,938 kebeles (87.7% of the total kebeles in the Amhara Region) of which 868 (29.5%) are SARDP program kebeles. The number of clients served through the regular credit service reached to 1,565,007 (51.9% female). Specific to SARDP programme zones (East Gojjam and South Wollo), the total number of clients reached 470,901 among which 55.2% are female. More than 406,236 (28.4% of the total saving clients of ACSI) voluntary saving clients in the program areas were registered to save Birr 789 million (79.9% of the total saving balance in the region).

8.3 Technical advisory services: the ORGUT - Scanagri Consortium

Technical Assistance and advisory services were provided by the Orgut-Scanagri Consortium (OSC) consisting of Orgut (a consulting firm based in Sweden) and Scanagri / NIRAS (based in Denmark). The OSC was supported in Ethiopia by the national consulting firm Haddis Consult. The main functions of the consortium were to provide the technical assistance and advice needed to support the management and technical aspects of implementation of the programme.

This consortium fielded a team of international and national technical advisors. The team leader and the M&E specialist were assigned to the PCU to support the Programme Director directly in management and implementation. Fourteen technical advisors were posted to the two zones in order to provide technical assistance to SARDP stakeholders with special emphasis on supporting work in the woredas. The technical advisors were tasked to introduce and consolidate systems, generate innovative ideas and promote technologies, build the capacity of stakeholders, compile best practices and provide on the spot technical support to the Woredas. The OSC consortium also facilitated the provision of a number of short and medium term technical specialists for specific tasks as identified by the programme and formally requested by the programme management.

The technical assistance and advisory services were provided to a good standard and in a timely and effective manner. The assignment and use of the technical specialists was appropriate and enabled the programme to cope with the high workload and deliver a higher

quality of outputs in a coordinated manner. The management support provided was appropriate and helped the PCU to function effectively and manage the programme in a competent manner.

8.4 Budget allocated and utilised

The overall budget allocated and its utilisation for the different components (up to the end of June 2010) is given in Table 17. This shows a high level of utilisation of the budget at 89% overall and generally from around 80 to 100%. This also shows that the Infrastructure and Social Services component used the largest amount of money (35%) followed by Agriculture and Natural Resourced Management (21%), then Economic Diversification (14%) and then Decentralisation (13%). The Breakdown of expenditure by zones, backstopping support and management is given in Table 17. Appendix 1 gives more detailed breakdowns by component outputs and woreda.

The above considers only the contribution of the donor. A considerable government contribution was made mainly in the form of human resources and office space. L:ocal communities also made contributions in the form of labour, materials and sometimes cash for specific interventions.

The utilisation of funds was found to have been satisfactory at regional, zonal and woreda levels. The management of funds was also satisfactory.

Table 17: Budget utilisation by component

No.	Components/outputs	July 2004- June 2010 in Birr		
		Transferred Budget	Utilized Budget	Utilisation %
1	Agriculture and Natural Resources	102 050 917	101 704 141	99,61%
2	Infrastructure Development	146 351 836	146 123 798	99,81%
3	Economic Diversification	95 334 852	95 088 543	99,13%
4	Decentralization	63 019 086	62 917 702	99,80%
5	Program Management	87 175 616	87 175 616	100,00%
	Grand Total	**493 932 307**	**493 009 800**	**99,81%**

For the period from for July 2004 to the end ofJune 2010 (in Birr)

Table 18: Budget utilisation by zone, backstopping support and management

No.	Program Beneficiaries	Transferred Budget	Utilized Budget	Performance (%)
I	**Woreda Support**			
	South Wollo Program Woredas	179 103 719	178 681 801	99,69%
	East Gojjam Woredas	156 067 985	155 937 156	99,92%
	EDF	20 468 053	20 320 477	99,28%
	Total of Woreda Support	**355 639 757**	**354 939 434**	**99,80%**
II	**Backstoping Support**			
	BoARD	4 069 006	4 056 595	99,69%
	ARARI	3 115 686	3 090 109	99,18%
	BoEPLAU	17 778 580	17 595 783	98,97%
	MRERPA	689 788	689 788	100,00%
	ARRA	5 969 095	5 969 095	100,00%
	BoWRD	2 106 078	2 106 078	100,00%

	ACSI	12 672 832	12 672 832	100,00%
	MSEIPA	1 352 313	1 352 313	100,00%
	BoWUD	590 568	590 568	100,00%
	BoTI	396 746	396 722	99,99%
	BoFED	659 009	659 009	100,00%
	BoWA	844 857	843 482	99,84%
	HAPCO	441 055	441 055	100,00%
	MMA	431 322	431 322	100,00%
	Total of Backstoping Support	**51 116 934**	**50 894 750**	**99,57%**
III	**Program Management**			
	PCU	29 477 506	29 477 506	100,00%
	OSC	57 698 111	57 698 111	100,00%
	Total Of program management	**87 175 616**	**87 175 616**	**100,00%**
	Grand Total	**493 932 307**	**493 009 800**	**99,81%**

For the period from for July 2004 to the end of June 2010 (in Birr)

9 CONCLUSIONS AND LESSONS LEARNED

9.1 Overall assessment of SARDP III performance

This section draws together the findings from the chapters on the different components, briefly considers how these have contributed to impact (the programme goal), and then, considering also the management and implementation aspects of the programme, draws conclusions about the overall performance of the SARDP III. The linkages between the achievement of outputs, component purposes and programme goal are shown diagrammatically in Figure 2.

The programme was found to have been successful to varying degrees in achieving all the outputs in the agricultural production and natural resources management component. These outputs were crop production improved (largely successful), livestock production improved (largely successful), land administration improved (completely successful), market oriented production increased (moderately successful), research and extension improved (moderately successful), household energy situation improved (moderately successful), management of natural resources improved (only partly successful) and land use planning improved (only partly successful). The programme was particularly successful with land administration, improved varieties of some crops, and promotion of fruit trees. Considering the high importance of crop and livestock production and land security, it was concluded that the programme had been largely successful in achieving the overall component purpose of increased agricultural production and productivity with improved marketing of agricultural products and management of natural resources.

With regard to the infrastructure and social services component, the programme also achieved all its outputs to varying degrees. These outputs were road density increased (completely successful), small-scale irrigation area under modern systems increased (completely successful), coverage of potable water supply increased(completely successful), school facilities improved (completely successful) and health facilities improved (largely successful). It should be noted that the degree of success relates to the targets set and not necessarily to the overall need for such infrastructure or services in the areas supported. In these terms, the component was found to have been more or less completely successful in achieving its purpose of infrastructure and social service improved. It must be understood however that while the infrastructure has been successfully established and handed over, satisfactory operation and maintenance will undoubtedly be very important issues for the long term sustainability and success of the infrastructure.

Under the economic diversification component, the two main revised outputs were also both achieved. The programme was largely successful in establishing the Enterprise Development Facility (EDF), and mostly successful in establishing or strengthening demand-driven business development services. The component purpose is that income generating opportunities should be diversified and household incomes increased (by 50% for the target group). While income was found to have been increased for many beneficiaries, it is doubtful if this has been reached 50% for all in the target group and particularly those under the BDS output. It was concluded therefore that the programme was only moderately successful in achieving this component purpose. The EDF is nevertheless widely recognised as one of the most innovative and successful interventions supported by the programme.

The decentralisation and capacity building component focused on building capacity for planning and development in the woreda and kebele administrations and in local communities (empowerment) through the "block grant" and "Community Development Fund (CDF) systems. It was found that the programme was successful in achieving the main outputs to varying degrees. These outputs were capacity of the woreda and kebele administrations increased (largely successful), community empowerment promoted (largely successful), woreda

information and documentation system established (largely successful) and local justice and traditional conflict management systems strengthened (only partly successful). It was concluded therefore that the programme had been largely successful in achieving the component purpose of increasing the capacity of local communities and local administrations to plan and manage sustainable and equitable development at woreda and kebele levels. The CDF scheme is regarded as one of the major successes of the SARDP III. The block grant system is also regarded as highly successful but was started in previous phases of the SARDP.

The overall programme goal was "to contribute to the poverty reduction of the Amhara region by improving the food security conditions of the population in 30 Woredas of East Gojjam and South Wollo". This should be achieved through achievement of the four component purposes. As discussed above, these were achieved to varying degrees: the agriculture component purpose was largely achieved; the infrastructure component purpose was more or less completely achieved but there are likely to be challenges with operation and maintenance and sustainability; the economic diversification component was moderately achieved; and the decentralisation component was largely achieved.

The programme carried out an internal "impact assessment" of phase III in 2008 (Getachew et al, 2008) to assess the likely impact of the programme. Impact relates very strongly to the overall programme goal. Impact is actually a slightly broader concept which is concerned with the achievement of lasting improvements in the lives of the beneficiary communities. This means improved food security and reduction in poverty. This impact study (Getachew et al, 2008) found that:

> "*There have been a number of important improvements in the lives and livelihoods of the vast majority of rural people in the Programme-supported areas during the time of the Programme. Food security has improved. Income has improved in amount, as well as slight increase in off-farm income opportunities. Secure access to land has improved from the point of view of women as well as men. Distance to and availability of a range of services has also generally improved, including protected water sources, health centres, schools, and roads. Literacy, education, and general health of household members has improved. Local institutional capacity and participation have improved. Taken together, these factors represent important improvements in the functioning of communities, the livelihood opportunities available, and the living standards of a majority of households*".

Considering the nature of the interventions supported by the SARDP and the fact that the programme had been one of the biggest investors in the two zones supported by the programme, the impact study concluded that the programme had contributed significantly to the improvements observed in people's lives. In other words, the programme had achieved some impact and will be successful, to a lesser or greater extent, in achieving its overall goal.

In understanding what this means, it must be appreciated that while important gains have been made, the majority of people are still poor by "absolute" standards. Land pressure is high and the population is increasing. There is a strong need for further economic diversification so that people can obtain a good income from non-farm activities; and so that in time the farming systems can become more stable and sustainable. There is need also further strengthen decentralised local government administrations and also to build their revenue base for full sustainability of the services which government should provide.

While SARDP III has achieved a great deal in terms of its objectives, and has taken steps to ensure local ownership and build capacity, sustainability is still a concern particularly for some of the infrastructure. Operation and maintenance of infrastructure needs some income as well as knowledge skills and capacity. Until the economy really starts to grow, there will be a risk that maintenance is skipped in the face of more important needs of communities and government.

One of the main purposes of this document is to review the performance of the SARDP III. Performance is taken to mean the operation of the programme and the achievement of its outputs purpose and goal as planned. The foregoing discussion has shown that the programme has been successful to varying degrees in achieving all its outputs and component purposes, and is likely to be successful in achieving its goal. The different aspects of the management and implementation of the programme (Coordination Committees, PCU, regional backstopping, Technical Assistance and advisory support, etc) were found to have been appropriate and effective (Chapter 8). It can be concluded therefore that the overall performance of the programme has been good.

In conclusion, it is worth highlighting again the main areas of outstanding success for the programme. These were:

- The Land Administration system.
- The "Enterprise Development Facility" system of micro-finance.
- The "Community Development Fund" scheme to provide funding directly for kebele and community use through participatory bottom-up planning and implementation. This also helped greatly to build capacity and empower communities.
- The "block grant" system and associated capacity building to provide funds for woreda workplans based on participatory planning.
- New seed varieties and local seed multiplication, particularly for bread and pasta varieties of wheat.
- New and improved highland and lowland fruit promotion and availability of planting stock from local fruit tree nurseries.

9.2 Lessons learned

A huge amount was learnt during the implementation of the SARDP. Much of this can be useful to improve the implementation of other projects and programmes and in the development of new projects and programmes. Some of the things learned can help improve our understanding of rural development, and in the development of more appropriate strategies and policies. The most important and generally useful lessons learned are briefly presented below.

Decentralisation to woredas, kebeles and communities is possible and works:
One of the keys to successful development is to give groups of people the authority and access to some resources so that they can take charge of their won development. This will unlock their the surprisingly high potential of their own ideas, energies and resources. The Community Development Find was an outstanding success in giving the resources and power to local communities through providing funds for the use of the kebeles. The block grant system of funding woredas was equally successful in making good use of the woreda government administrations.

Participation and ownership are crucial for commitment and sustainability:
The strongly participatory and bottom-up way in which SARDP worked and supported interventions built a strong sense of ownership in the different people and institutions involved. These included the woredas, the woreda office specialists, the kebele administrations, the various user or interest groups and individual farmers. This greatly strengthened their commitment and enthusiasm to really build their activity, plan or whatever they were doing. This not only helped to bring more energy and resources to the task but helped to build the chances for sustainability.

Operation and maintenance of infrastructure needs synergy from several factors:
Construction or rehabilitation of infrastructure is only half the story. If the infrastructure is to be of any lasting benefit it will need sound management for proper operation and maintenance (often called O&M). O&M is not easy and really need the coming together of several key factors for it to really work. The main ingredients for successful O&M are sound design and construction (so it works well with minimum problems), appropriate location of ownership, strong user-groups or committees, strong leadership, appropriate knowledge and skills and sufficient resources, The SARDP did its best to address these issues but much responsibility now rests with the local communities and local government administrations which have taken over the infrastructure. It should be appreciated that this is not a simple task and help may be needed at times.

Land registration and certification works well and brings many benefits:
The implementation of the land administration system with land registration, adjudication, certification and documentation has proved itself to be completely feasible and extremely beneficial. Land is the primary resource of the majority of rural people and agriculture cannot work properly until the access rights are properly sorted out and stabilised. Benefits in terms of improved investment in the land and productivity can appear in a matter of one or two seasons. The longer term benefits of improved well being from security of tenure will undoubtedly appear in time.

Common lands urgently need sound management:
While the land administration has taken care of the cultivated land, there is an urgent need to take care of the common lands under communal grazing and forestry. The productivity of this land is rapidly being lost while pressure on the land is increasing. The consequences are dire. While the methodologies need to be developed but this should probably be based on the kebeles and can draw on the knowledge and skills and experience of integrated participatory watershed planning.

Capacity building is a broad and continuous process:
Capacity building is not having just one training, or even two or more. Capacity building is a continuous process, involving every person and using many different approaches and methods. Basic training is of course important. But practical on-the-job training is probably more important. This includes the "learning by doing" which should complement any formal training. Good supervision and support while doing jobs can greatly help in building capacity. Each of use needs our own plan personal capacity development over the medium to longer term. We each need to take charge of this. In a sense, building capacity is concerned much with our own attitude to learning as well as the training we may receive from outside.

Out-sourcing can be a very effective way to get things done but needs proper management:
Out-sourcing provides a good way to get a high quality product in a cost-effective way. This could apply for such things as training, studies and different types of infrastructure. Out-sourcing may be needed when we do not have the appropriate skills, tools or human resources to carry out a particular task if out-sourcing is managed carefully it can provide a cost-effective way to get the job done. Managing out-sourcing needs its own skills and people may need to be trained for this. Skills include preparation of terms of reference and contracts, management of providers, monitoring and evaluation.

Realistic budget ceilings can help focus planning:
Participatory planning at community, kebele and even woreda levels in SARDP sometimes led to long lists of things people would like to happen; a bit like "shopping lists". This can raise expectations and cause problems when the budget allocated can only accommodate a small number of items. While it is good in planning to look at the big picture, it is better to have some

idea of the likely budget ceiling in advance so that people can prioritise sensible and then focus on realistic planning of what they will actually do. This applies at community, kebele and woreda levels.

Piloting new initiatives can build the critical mass for expansion:
It is important with many interventions and particularly new initiatives to fine tune the approach and technology and build a "critical mass" of knowledgeable and committed people before trying to expand or scale up the intervention. Once the critical mass has been achieve things should be much easier. New initiatives can be tested and refined in pilots. Different types of participatory groups can be very useful for pilots and building a core of committed "ambassadors" to spread the ideas. The SARDP used different types of groups to good effect when developing agricultural approaches and technologies: e.g. the on-farm research groups, farmer research and extension groups and the famer field schools.

The right balance between spread and focus is important:
SARDP's readiness to support a variety of local initiatives combined with the unpredictable outputs of participatory planning led at time to a thin distribution of different types of activities in different areas. The result was a lack of coherence and dilution of impact. At the same time, too much focus will limit the spread and the number of communities and people who can benefit from the support. Getting the right balance is very important but is not simple or easy. The pilot approach followed by a well planned programme to scale up the proven and refined approaches and technologies provides one way to address this issue.

"Best practice" still needs some effort to spread:
"Best practice" refers to approaches, methods or procedures which are commonly needed for specific tasks which have proved themselves to be the best. Even best practice will not spread naturally. There is need to prove and fine tune the approach, technology or method fully and for different circumstance. The best practice should then be fully documented, preferably with a user-friendly manual or guideline, and a plan for dissemination or spread carefully prepared and implemented. "Best practices" are probably not really best practices until they have been widely adopted in different circumstances.

Sharing of experiences is very good for spreading ideas:
Sharing experiences gained through actual implementation in a hands-on way is one of the best ways to spread ideas and build commitment to try a new initiative. Sharing experience among equals / peers (e.g. farmer to farmer) was frequently used in the programme to spread understanding and build commitment. It is usually better if the sharing partners are relatively near to each other since it is easier to travel so more people can participate. Drawing on and sharing experience from outside can also be very productive as was the case with the development of the land administration / registration system. This can unblock the thinking and open the mind to new ideas.

A sound business plan and appropriate credit terms are key:
Experience from the implementation of the Enterprise Development Fund showed that new businesses really benefitted from a sound business plan and then obtaining credit with terms which are appropriate for the business plan. Having a sound business plan enables the lenders to understand what the business will try to do. Lenders should be flexible enough o develop loan terms which suit the business and the borrower. The high repayment rates show that the very cautious approach to collateral is generally too rigid and should be relaxed.

Successful marketing needs a combination of factors:
Farmers are good at producing things but need access to a market for their produce if they want to improve income. For this to work, there is need for an understanding of the market or value chain, good information on prices, good understanding with fellow producers, good local

organisation, roads, transport and connections to traders. Marketing is not as simple as some people seem to think. Things do not market themselves. The more of these factors a farmer has the more he or she is likely to be successful. Private sector people know more about these things than government officers. Farmers need to build their own understanding and business networks.

Skills-training should be matched to the trained, the market and resources for success: Skills training (also called vocational training) should be matched to the trainee, the market and access to the necessary resources for success. This should be done before the training is provided. Training institutions should do market research and only fill real gaps in the market. After graduation, trainees should be linked to the market and source of material (or credit) to obtain the necessary materials for start-up. Training institutions should take some responsibility for this since they should know the market (in order to provide the course) and so be well placed. Some follow up of the trainees is essential.

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APPENDICES

APPENDIX 1: Financial tables

1. Budget utilisation by component and output

No.	Components/outputs	July 2004- June 2010 in Birr		Utilisation %
		Transferred Budget	Utilized Budget	
1	**Agriculture and Natural Resource**			
1.1	Agricultural Extension	4 069 006	4 056 595	99,69%
1.2	On Farm Research	3 115 686	3 090 109	99,18%
1.3	Land Administration & Use	17 778 580	17 595 783	98,97%
1.4	Rural Energy	689 788	689 788	100,00%
1.5	Woreda Development	76 397 858	76 271 867	99,84%
	Total Component 1	**102 050 917**	**101 704 141**	**99,66%**
2	**Infrastructure Development**			
2.1	Rural Roads	5 969 095	5 969 095	100,00%
2.2	Water Development	2 106 078	2 106 078	100,00%
2,1	Woreda Development	138 276 663	138 048 625	99,84%
	Total Component 2	**146 351 836**	**146 123 798**	**99,84%**
3	**Economic Diversification**			
3.1	Rural Credit	12 672 832	12 672 832	100,00%
3.2	Business Investment Fund	26 008 317	25 965 425	99,84%
3.3	Enterprise Development	49 412 843	49 220 393	99,61%
3.4	Rural Urban Linkage	7 240 860	7 229 892	99,85%
	Total Component 3	**95 334 852**	**95 088 543**	**99,74%**
4	**Decentralization**			
4.1	Community Empowerment	38 138 744	38 075 848	99,84%
4.2	Strengthening Local Inst.	15 820 374	15 794 995	99,84%
4.3	Local Justice	2 840 939	2 836 254	99,84%
4.4	Information & Doc.	4 274 108	4 267 059	99,84%
4.5	Gender Equality	844 857	843 482	99,84%
4.6	HIV/AIDS Prevention & Control	441 055	441 055	100,00%
4.7	Population	659 009	659 009	100,00%
	Total Component 4	**63 019 086**	**62 917 702**	**99,84%**
5	**Program Management**			
5.1	Program Coordination	29 477 506	29 477 506	100,00%
5.2	Consultancy Service	57 698 111	57 698 111	100,00%
	Total Component 5	**87 175 616**	**87 175 616**	**100,00%**
	Grand Total	**493 932 307**	**493 009 800**	**99,81%**

2. Budget utilisation by woreda, backstopping support and management

No.	Program Beneficiaries	Transferred Budget	Utilized Budget	Performance (%)
I. South Wollo Woredas				
1	Legambo	8 730 799	8 730 799	100,00%
2	DebreSina	10 221 288	10 221 288	100,00%
3	Sayint	9 939 011	9 939 009	100,00%
4	Wogedi	9 748 744	9 748 690	100,00%
5	Kellala	8 841 278	8 828 698	99,86%
6	Jamma	9 509 052	9 509 052	100,00%
7	Woreilu	10 404 462	10 402 239	99,98%
8	Dessie Zuria	13 891 796	13 891 796	100,00%
9	Albuko	15 518 655	15 518 655	100,00%
10	Kalu	14 487 268	14 303 391	98,73%
11	Kutaber	12 585 261	12 585 243	100,00%
12	Makdalla	13 057 295	13 030 073	99,79%
13	Tehuledere	12 703 575	12 660 069	99,66%
14	Ambasel	10 161 151	10 132 811	99,72%
15	Worebabo	10 262 948	10 184 827	99,24%
16	Tenta	9 041 138	8 995 163	99,49%
	Total of S.Wollo	**179 103 719**	**178 681 801**	**99,76%**
II. East Gojjam Woredas				
1	Awabel	9 761 276	9 757 734	99,96%
2	Machakel	8 771 325	8 694 809	99,13%
3	Basoliben	11 361 699	11 361 196	100,00%
4	Gozamin	10 381 481	10 380 195	99,99%
5	Debay	10 748 370	10 748 362	100,00%
6	Enemay	9 032 909	9 032 639	100,00%
7	Enarjenawga	10 181 698	10 170 010	99,89%
8	Dejen	8 376 203	8 376 039	100,00%
9	DebreElias	14 502 493	14 502 488	100,00%
10	Shebelberenta	13 081 419	13 045 473	99,73%
11	Gonchasise	13 476 242	13 475 921	100,00%
12	Hultejuenesie	15 183 470	15 183 132	100,00%
13	Inebsie Sarmidir	11 006 679	11 006 562	100,00%
14	Bibugn	10 202 719	10 202 596	100,00%
	Total of E.Gojjam	**156 067 985**	**155 937 156**	**99,92%**

EDF	20 468 053	20 320 477	99.28%
Total of Woredas	**355 639 757**	**354 939 434**	**99,80%**
BoARD	4 069 006	4 056 595	99.69%
ARARI	3 115 686	3 090 109	99.18%
BoEPLAU	17 778 580	17 595 783	98.97%
MRERPA	689 788	689 788	100,00%
ARRA	5 969 095	5 969 095	100,00%
BoWRD	2 106 078	2 106 078	100,00%
ACSI	12 672 832	12 672 832	100,00%
MSEIPA	1 352 313	1 352 313	100,00%
BoWUD	590 568	590 568	100,00%
BoTI	396 746	396 722	99,99%
BoFED	659 009	659 009	100,00%
BoWA	844 857	843 482	99,84%
HAPCO	441 055	441 055	100,00%
MMA	431 322	431 322	100,00%
	51 116 934	**50 894 750**	**99,57%**
PCU	29 477 506	29 477 506	100,00%
OSC	57 698 111	57 698 111	100,00%
	87 175 616	**87 175 616**	**100,00%**
	493 932 307	**493 009 800**	**99,81%**

APPENDIX 2: Land registration and certification status end of June 2010

S/N	Name of Woredas	Registred				Certified				% of certified			
		Male and female headed	Male headed	Female headed	Total	Male and female headed	Male headed	Female headed	Total	Male and female headed	Male headed	Female headed	Total
I	South Wollo zone												
1	Legambo	24 340	13 281	13 800	51 421	22 391	12 863	12 836	48 090	92	97		
2	Debersina	18 406	10 379	12 709	41 494	18 040	9 898	12 284	40 222	98	95	93	93,5
3	Mehal Sayint	7 901	4 243	4 780	16 924	7 901	4 243	4 780	16 924	100	100	97	96,9
4	Wogedie	19 255	7 283	12 625	39 163	18 898	7 138	12 102	38 138	98	98	100	100,0
5	Kellala	12 473	6 666	4 509	23 648	13 362	6 741	4 712	24 815	107	101	96	97,4
6	Jamma	10 987	9 411	11 531	31 929	10 215	9 570	11 699	31 484	93	102	105	104,9
7	Worillue	11 563	6 088	9 030	26 681	10 998	5 935	8 045	24 978	95	97	101	98,6
8	Dessie Zuria	45 852	4 855	5 952	56 659	42 240	4 684	5 674	52 598	92	96	89	93,6
9	Albuko	9 569	3 112	4 207	16 888	9 569	3 112	4 207	16 888	100	100	95	92,8
10	Kalu	24 641	8 117	8 754	41 512	26 045	8 678	9 429	44 152	106	107	100	100,0
11	Kutaber	12 124	5 504	5 891	23 519	12 129	5 505	5 895	23 529	100	100	108	106,4
12	Mekedela	13 358	13 088	14 982	41 428	12 747	12 388	14 200	39 335	95	95	100	100,0
13	Tehuledere	16 851	6 935	6 823	30 609	16 612	5 634	6 823	29 069	99	81	95	94,9
14	Ambassel	13 213	6 623	7 726	27 562	13 767	7 174	8 351	29 292	104	108	100	95,0
15	Worebabo	11 304	4 245	6 705	22 254	11 315	4 257	6 736	22 308	100	100	108	106,3
16	Tenta	23 098	9 992	18 305	51 395	22 528	9 597	18 305	50 430	98	96	100	100,2
17	Legehedad	8 354	3 290	5 150	16 794	8 354	3 290	5 150	16 794	100	100	100	98,1
18	Arigoba	5 193	851	1 124	7 168	2 738	392	556	3 686	53	46	49	100,0
19	Laysayint	29 360	11 885	6 214	47 459	26 894	11 154	6 145	44 193	92	94	99	51,4
	Sub-total	317 842	135 848	160 817	614 507	306 743	132 253	157 929	596 925	97	97	98	93,1
II	East Gojam Zone												97,1
1	Awabel	11 671	6 464	5 218	23 353	10 904	4 579	5 470	20 953	93	71	105	89,7
2	Machakil	13 774	4 579	6 523	24 876	12 422	3 557	5 255	21 234	90	78	81	85,4
3	Basoliben	15 920	2 994	6 390	25 304	9 651	2 271	4 042	15 964	61	76	63	63,1
4	Gozamin	19 274	5 094	7 624	31 992	17 467	4 268	6 870	28 605	91	84	90	89,4
5	Debaytilatgin	15 833	5 490	6 685	28 008	15 833	5 490	6 685	28 008	100	100	100	100,0
6	Enemay	19 239	8 026	10 382	37 647	13 891	5 374	7 096	26 361	72	67	68	70,0
7	Enarjenawiga	21 014	5 259	9 150	35 423	20 649	5 354	9 196	35 199	98	102	101	99,4
8	Dejen	11 662	3 778	7 331	22 771	10 965	3 599	5 963	20 527	94	95	81	90,1
9	DebreElias	9 528	2 649	4 023	16 200	9 528	2 649	4 023	16 200	100	100	100	100,0
10	ShebelBerenta	13 859	5 922	7 406	27 187	11 912	5 492	6 933	24 337	86	93	94	89,5
11	GonchasisoEnes	15 415	8 379	10 693	34 487	14 925	8 149	10 348	33 422	97	97	97	96,9
12	HuletejuEnesie	32 489	10 254	14 803	57 546	31 169	10 599	14 668	56 436	96	103	99	98,1
13	Enebsiesarmidir	14 996	6 425	8 219	29 640	14 989	6 390	8 211	29 590	100	99	100	99,8
14	Bibugne	10 358	2 255	4 325	16 938	9 862	1 953	4 038	15 853	95	87	93	93,6
15	Aneded	9 810	3 726	3 991	17 527	9 099	1 887	3 862	14 848	93	51	97	84,7
16	Sinan	12 505	1 910	2 989	17 404	11 276	1 467	3 143	15 886	90	77	105	91,3
	Sub-total	247 347	83 204	115 752	446 303	224 542	73 078	105 803	403 423	91	88	91	90,4
	Grant Total	565 189	219 052	276 569	1 060 810	531 285	205 331	263 732	1 000 348	94	94	95	94,3

APPENDIX 3: List of persons involved in writing this report

No.	Name	Position
1	Abebaw Getachew	Participatory Planning, Monitoring & Evaluation Advisor
2	Abebe Ferede	Zonal Programme Coordinator
3	Adera Bekele	Capacity Building Advisor
4	Ahmed Salih	Infrastructure Advisor
5	Ahmed Yimam	Programme Officer
6	Aragaw Addis	Irrigation Expert
7	Assefa Workie	Woreda Programme Management Advisor
8	Ayichew Kebede	Programme Director
9	Gashaw Eshetu	Zonal Programme Coordinator
10	Habtamu Tsegaye	Economic Diversification Advisor
11	Dr. Habtu Assefa	Agriculture & Natural Resource Management Advisor
12	Wubit Shiferaw	Gender Advisor
13	Yitbaek Simanae	Agriculture & Natural Resource Management Advisor
14	Zenebe Ayel	Irrigation Expert

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