



DETAIL - ROAD MAP FOR THE IMPLEMENTATION OF THE ETHIOPIA'S AGRICULTURAL SECTOR POLICY AND INVESTMENT FRAMEWORK

Preface: This Road Map serves to outline key actions and indicative time horizon for refining, implementing and monitoring Ethiopia's Agricultural Sector Policy and Investment Framework (PIF) 2010-2020. Actions presented in the Road Map are derived from the PIF document; the outcomes of the AU/NEPAD Technical Review of the PIF; the CAADP Ethiopia Business Meeting; and related consultations. However, as such, the Road Map does not constitute an exhaustive list of PIF-related actions, most of which can be found in the workplans of the Rural Economic Development and Food Security Sector Working Group (RED&FS SWG) and its component pillar programs.

Government of the Federal Democratic Republic of Ethiopia and Development Partner's Commitments¹

For the Government of the Federal Democratic Republic of Ethiopia:

- Sustain its engagement and leadership in the development and implementation and monitoring of the PIF, including through its role as chair of the RED&FS SWG and its Technical Committees (TC).
- Allocate and commit sustained financial resources for support of the PIF's goals and objectives, with a target of reaching 7.5% of GDP by 2020, and communicate the details of this commitment to the development partners on an annual basis.
- Continue policy and institutional reforms called for in the PIF and the Growth Transformation Plan.

For all Development Partners:

- Use the PIF as a platform for ensuring alignment and harmonization of investment programming in an environment of communication, cooperation and mutual accountability.
- Endorse and support the PIF and the Technical Review and Roadmap and consider their strategic recommendations in the development and delivery of policy, programs and projects.
- Use the RED&FS SWG as the principal mechanism for dealing with issues related to (1) harmonization and alignment with the PIF; (2) executing elements of the Roadmap; (3) resolving technical, policy and operational constraints; and (4) identifying financial resources to support implementation.
- Strive to achieve and sustain the 8% target growth rate for agricultural GDP.

¹ Summary commitments excerpted from Joint Communiqué signed by the Government of the Federal Democratic Republic of Ethiopia and Development Partners on the occasion of the CAADP Ethiopia Business Meeting, held December 7, 2010.

For Donor Agencies:

- Exercise the harmonization and alignment of development principles established under the Paris Declaration on Aid Effectiveness and the Accra Agenda for Action.
- Augment aid effectiveness by committing to coordination platforms such as the RED&FS SWG and its associated Technical Committees; where possible engaging with flagship programming; and adhering to the proposed “Guidelines for Alignment of New Projects” currently under development.
- Review their portfolios to draw lessons from their programs and identify best practice interventions that could be extended and/or improved.
- Provide financial, technical and methodological support in developing, financing and implementing PIF goals and objectives. To the extent possible, regularly communicate financial commitments to this process on an annual basis to the GoE, beginning June 2011.

#	Tasks	Lead responsibility	Year									
			1	2	3	4	5	6	7	8	9	10
GENERAL												
Monitoring of agricultural sector investments against the PIF targets		Ex Com										
1	Government and donors to commit themselves to strengthen Ministry of Agriculture (MoA), Planning and Programming Directorate (PPD) capacity.	Ex Com										
2	Prepare a PPD Capacity Development (CD) program that will enable PPD to perform the below functions (#3 to #10).	Ex Com										
3	Lead the further development of the RED&FS database to including NGOs and GoE projects and tracking annual budgets and disbursements and ensure its rapid transfer on MoA server.	Ex Com, Secretariat										
4	Lead the development of a program-based budgeting system (Medium-Term Expenditure Framework, MTEF) building on the work done with support from the World Bank and FAO.	Ex Com										
5	Monitor the RED&FS aid effectiveness indicators.	Secretariat										
6	Monitor the public investments (both GoE and donors) going into the sector against the PIF priority investment areas and its milestone indicators using the RED&FS database first and then the MTEF.	Ex Com										
7	Monitor the private investments (through liaising with the Ethiopian Investment Agency) going into the sector against the PIF priority investment areas and its milestone indicators.	Ex Com										
8	Ensure the PBS sub-program D contributes to strengthening PPD through an active participation of PPD in this program.	Ex Com										
9	Advocate for and ensuring that gender disaggregated data are collected for key indicators.	TCs										
10	Liaise with the AfDB/FAO regional project on statistical data strengthening in Eastern Africa.	Ex Com										
11	Review the overlap amongst M&E systems of the three flagship programs with a view to harmonizing them and integrating outcomes into national statistical records where practicable.	Secretariat										
Ensuring project alignment to the PIF priorities		PPD										
12	Finalise ² and endorse the “Guidelines for Alignment of New Projects” and overview their application.	Ex Com										
13	Make each TC responsible for encouraging the use of these Guidelines (including sensitization of	TCs										

² When finalizing the guidelines, give due attention to the existing regional mechanisms for endorsement of non state actors’ project proposals; the role of *Woreda* Integrated Development Plans as a possible building block on which new projects could be developed; and to the specificities of NGOs.

#	Tasks	Lead responsibility	Year											
			1	2	3	4	5	6	7	8	9	10		
	DPs on the content of the guidelines and the role of DDP as a repository for all project agreements) in order to promote coordination and alignment as well as update the RED&FS database.													
Strengthening the capacities for a smooth implementation of the PIF		CD TF³												
14	Each TC to establish a task force on capacity development, CD TC (looking at the three dimensions, human resources, institutional systems and enabling environment). CD TC would be responsible for sharing information on capacity building across programming to improve coordination and identify synergies (#15 and 16) in addition to address capacity issues in their own technical area (#18 and 19).	TCs												
15	Identify common or generic capacity gaps amongst the three pillars (e.g. finance management, procurement, monitoring and evaluation, leadership and management). Review the main current CD activities ⁴ that address these gaps, assess the remaining gaps and develop a joint plan for capacity strengthening across pillar programs. These common gaps should be addressed by the three task forces together.	TCs/CD TFs												
16	Implement the CD plan which addresses capacity issues common to the three pillar programs.	TCs/CD TFs												
17	Identify and address overarching issues on CD such as high turnover of staff and institutional instability that can be addressed by policy changes.	Ex Com												
18	In each pillar program, review the main current CD activities ⁵ , assess the capacity gaps and develop a plan for capacity strengthening. Each task force should look at main institutions (MoA, farmers' organizations and cooperatives, and private sector). Priority will be given to the <i>woreda</i> level. In doing so it will be important to: <ul style="list-style-type: none"> Assess the resources which will be available in order to develop a realistic pillar-specific CD plan; and Explore innovative approach to supporting capacity building within pillar program (e.g. parallel projects dedicated to capacity building such as Safety Net Support Facility). 	TCs/CD TFs												
19	Implement each pillar program CD plan.	TCs/CD TFs												
Ensuring strong coordination amongst relevant line ministries		Ex Com												
20	Include ATA, MoT, Mol, and MoFED representatives in the RED&FS Ex Com (nominate their representatives, and amend RED&FS Ex Com ToRs accordingly). Policy issues requiring inter-ministerial consultation will be brought by the RED&FS Chair to the attention of the appropriate existing inter-ministerial mechanisms of the GoE, who will report back to the RED&FS Ex Com.	Ex Com												
21	Ensure regular and monitor participation of ATA, MoT, Mol and MoFED representatives at the	Ex Com												

³ CD TF: Capacity Development Task Force to be established within each Technical Committee

⁴ The Human Resource Development Directorate in MoA is finalizing Terms of Reference for the assessment of human resource skill gaps and development of a capacity building strategy to fill these gaps.

⁵ NRM Sector is finalizing a capacity building strategy on small scale irrigation; the EWR directorate has identified nine areas for capacity building.

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	RED&FS Ex Com meetings.													
22	Include relevant line ministries in TCs (nominate their representatives, and amend RED&FS TC ToRs accordingly).	TCs												
23	Ensure regular and monitor participation of line ministries and GoE agencies at TC meetings.	TCs												
Prioritization		MoA												
24	RED&FS Secretariat to facilitate a discussion amongst State Ministers of MoA (AG and NRM Sectors), MoT, MoWRE and Mol to assist in the prioritization of issues to be addressed by the ATA in the first place.	MoA, Secretariat												
Ensuring inclusiveness of all stakeholders in the implementation of the PIF		Ex Com												
25	Expand the membership of the RED&FS TCs to relevant private sector associations, NGOs umbrella platforms, etc.	TCs												
26	Include ethic of non-state actor participation in the “Guidelines for Alignment of New Projects” (see #12).	Ex Com , Secretariat												
Strengthening the sharing and dissemination of best practices		TCs jointly												
27	Continue to include in RED&FS TCs work plans the sharing of best practices through events where the other TCs should be invited, in particular on the following themes: link between agriculture and nutrition and health activities, M&E, gender, farmer organizations’ strengthening, planning, designing, building and maintaining of small-scale irrigation schemes, rural finance, water harvesting.	TCs jointly												
28	Make an inventory of mechanisms used to share best practices at the regional, zonal and <i>woreda</i> levels.	Secretariat												
29	Support the Extension Directorate in disseminating best practices to the <i>woreda</i> level.	TCs jointly												
Monitoring the implementation of the PIF		Ex Com												
30	Annual review of the status of implementation of the road map, make adjustments.	Ex Com, Secretariat												
STRATEGIC OBJECTIVE I: Productivity and Production														
Irrigation development: need for strengthening implementation capacity		SLM TC												
31	Commitment from MoA to set up a strong team working on small scale irrigation (possibility to have a directorate?).	MoA												
32	Establish an irrigation Task Force under the SLM TC led by the MoA irrigation team/directorate, including representatives from the MoWRE, AGP and PSNP public work committee, to: 1. undertake a strategic review of agricultural water management (i.e. analysis of water	SLM TC												

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	management options to direct investments to the most productive uses of Ethiopia's water resources. Consideration should be given to use water to produce high value export crops and livestock feeds to improve exports of animal products); and 2. finalize the capacity development strategy in small scale irrigation that the NRM Directorate has started to develop. Capacity strengthening is needed in planning, design, building and maintaining irrigation schemes as well as in water users' associations.													
33	Implement the capacity building strategy at regional, zonal and <i>woreda</i> level	AG TC												
34	Share best practices and harmonize between the different project-level steering committees dealing with small scale irrigation (SLMP steering committee, AGP steering committee, PSNP public work technical committee).	SLM TC												
35	Ensure the link with the Local Investment Grant (99 <i>woredas</i>) and the <i>Woreda</i> Integrated Development Plans.	SLM TC												
Integrated Seed Systems Development		AG TC												
36	Review the seed policy with a view to having a fair competitive framework between the main seed producers.	AG TC												
37	Clarify lines of responsibilities for production, pricing and distribution between public and private enterprises and the role of GoE in regulating the seed industry.	AG TC												
38	Harmonize the seed policy and certification systems with the regional ones in order to facilitate intra-regional seed trade.	AG TC												
39	Strengthen production capacity of all actors at all stages (see #18).	AG TC												
40	Support investment in seed production.	AG TC												
Agricultural research and extension		AG TC												
41	Scale up the budget allocated to research.	EIAR?												
42	Clarify the distribution of responsibilities as well as the budget allocation amongst the different research institutions.	AG TC												
43	Support investments in the research and extension systems (irrigation, biotechnology, new crops and farming systems suited to hotter or drier conditions (climate change), transport, DAs housing and transport, FTC equipment, etc).	TCs												
44	Strengthen the linkages between extension, research and farmers: 1. Organize a meeting between AGP, SLMP and HABP and with EIAR to discuss coordination and harmonization of approaches (i.e. ARDPLACs, or SLM platforms, or PSNP public work technical committees, or others, or an adaptation of those). Attention should be drawn to significantly raising farming community role in establishing the extension-research agenda and in supervising resource use; 2. Institutionalize the harmonized approach within MoA and adapt project-level approaches accordingly.	TCs												

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Livestock development		AG TC												
45	Strengthen the livestock sector within MoA. Explore the possibility of establishing a livestock sector with a dedicated and strong team.	MoA												
46	Support breed improvement, including AI services.	AG TC												
47	Develop a dairy sub-sector development policy.	AG TC												
48	Strengthen support to animal health and nutrition issues with a view to promoting private sector participation through a review of the livestock breeding and animal health policies and support to their implementation.	AG TC												
49	Support pastoralists by better linking them to market opportunities.	AG TC												
50	Establish community-based water and forage reserves in drought-prone areas.	DRMFS TC												
51	Clarify the responsibility of developing pastoral areas.	AG TC												
STRATEGIC OBJECTIVE II: Rural Commercialization														
Marketing		AG TC												
52	Support investment in marketing services (market information) and market facilities including public-private partnerships.	AG TC												
53	Support to food safety and quality control through investment in infrastructure and human resources for food manufacturing and control systems.	AG TC												
54	Support value chain development by strengthening agribusiness linkages along the major agricultural commodity value chains, and transport, storage, pest-control and value addition capacity of cooperatives and farmers' organizations.	AG TC												
55	Prioritize labor intensive rural road investments in line with value chain analysis and performance through: 1. actively engaging with the Transportation Sector Working Group; 2. sensitizing regional BoA to actively collaborate with the Rural Road Authority; and 3. coordination at the project implementation level between rural road construction and value chain development work.	AG TC												
56	Assess how Ethiopia wants to position itself in relation to existing regional trade bodies and strengthen GoE's engagement if required.	AG TC												
Cooperatives and farmers' organizations strengthening		AG TC												
57	Capacity building of farmers' organizations and cooperatives.	AG TC												
58	Support to investments in storage facilities and value addition.	AG TC												
Private sector development		AG TC												
59	Expand RED&FS AG TC membership.	AG TC												

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60	Use value chain development work undertaken through several projects to promote private sector development and support value addition investments, including public-private partnerships.	AG TC												
61	Organize the RED&FS event on private sector involvement in agriculture which had been planned in 2010.	AG TC												
62	Support the MoA (capacity development, development of tools, etc) in land administration of large scale agricultural land investment through increasing transparency, addressing potential environmental and social issues, and strengthening linkages between smallholders and large scale investors.	Ex Com												
Fertilizer supply (see soil fertility/health management under #70)		AG TC												
63	Review the strategy for private sector participation in the fertilizer production and supply chain. This strategy should look at institutional constraints impeding timely availability of fertilizers, and the potential stronger role for cooperatives and private sector. Private investments in fertilizer manufacturing should also be envisaged.	AG TC												
64	Capacity building of cooperatives and private traders.	AG TC												
Access to finance		AG TC												
65	Facilitate access to finance for import of capital goods (in particular for staple food crop producers)	AG TC												
66	Strengthen on-going work on increasing access to finance to smallholders (e.g. through Rusaccos, micro-finance institutions, voluntary saving groups, warehouse receipt systems, insurance schemes etc.).	AG TC DRMFS TC												
67	Commit to further work on creating an enabling credit environment.	AG TC												
68	Link with AGRA work on credit.	AG TC												
Agriculture Growth Pillar Programs														
69	Support implementation of the Agricultural Growth Program.	AG TC												
STRATEGIC OBJECTIVE III: Natural Resource Management														
Sustainable land management		SLM TC												
70	Extend support to the SLMP (watershed management, soil fertility/health enhancement, soil erosion reduction, combining with climate change adaptation and mitigation measures such as conservation agriculture or reforestation).	SLM TC												
71	Undertake carbon accounting studies of all key investments and identifying opportunities for adaptation and mitigation.	SLM TC												
Forest		SLM TC												
72	Develop a strategy for conservation and utilization of forest products, including non-timber forest	SLM TC												

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	products (e.g. incense, resin, bamboo, honey, herbal medicines, etc.). The strategy needs to consider alternative household energy sources and fuel saving technologies.													
Sustainable Land Management Pillar Programs		SLM TC												
73	Support implementation of the Sustainable Land Management Program.	SLM TC												
74	Support implementation of Ethiopia Land Administration and Land Use Development Program, ELALUDEP (enhancing the policy and legal framework for land administration and land use, developing institutional and technical capacities in these areas, and together with PCDD strengthening land rights for pastoralists).	SLM TC												
STRATEGIC OBJECTIVE IV: Disaster Risk Management and Food Security														
Disaster Risk Management		DRMFS TC												
75	Parliament to adopt the DRM policy.	DRMFS TC												
76	Rationalize the task forces under the JSOC on DRM.	DRMFS TC												
77	Develop a coordinated and harmonized DRM programme under the same modalities as those of the FSP and AGP based on a draft investment framework developed by the EWRD as well as on the concept note entitled "A Way Forward for Development Partners to Support Disaster Risk Management in Ethiopia". The first step is to map out a process which will be followed to develop a joint program. The objective is to have a program which could be scalable in case of a significant shock, and which would include disaster risk reduction activities.	DRMFS TC												
78	Start implementation of the DRM program.	DRMFS TC												
Food Security		DRMFS TC												
79	Start a joint discussion among government and development partner stakeholders, in coordination with the national social protection platform, on what needs to happen from now to the Mid-Term Review of the PSNP (July 2012) in order to address the needs of the food insecure after the end of the current phase of PSNP taking into account the need for cost-effective predictable support and that: 1. at least 1.3 million of current PSNP direct beneficiaries might still need assistance (a functioning social protection scheme will have to be established by the end of the current phase of PSNP) 2. there will be a need for an instrument able to increase the resilience of vulnerable people to shocks most probably through labor intensive public work and household asset building schemes 3. there will still be a need of having a strong early warning system and strategic food and non-food reserves in order to response to potential emergencies (see #77).	DRMFS TC												
80	Strengthen the FSP monitoring system.	DRMFS TC												

#	Tasks	Lead responsibility	Year											
			1	2	3	4	5	6	7	8	9	10		
	Disaster Risk Management and Food Security Pillar Programs	DRMFS TC												
81	Support implementation of Food Security Program activities (Productive Safety Net Program; Household Asset Building Program).	DRMFS TC												
82	Support implementation of a foreseen Disaster Risk Management program (see #78).	DRMFS TC												