

**EASTERN NILE REGIONAL TECHNICAL  
OFFICE (ENTRO)**

**Integrated Watershed Management (Ethiopia)  
Sub-watershed Project of Fast Track Projects  
of Eastern Nile Subsidiary Action Programme**

**Project preparation reports  
Volume II – Annex 2  
Institutional Assessment Report  
November 2007**



**HALCROW GROUP  
LIMITED**



**METAFERIA CONSULTING  
ENGINEERS PLC**

# **EASTERN NILE TECHNICAL REGIONAL OFFICE**

## **Integrated Watershed Management (Ethiopia) Sub-watershed Project of Fast Track Projects of Eastern Nile Subsidiary Action Programme**

### **Project preparation reports Volume II – Annex 2 Institutional Assessment Report**

**November 2007**

#### **Halcrow Group Limited**

Burderop Park Swindon Wiltshire SN4 0QD  
Tel +44 (0)1793 812479 Fax (0)1793 812089  
[www.halcrow.com](http://www.halcrow.com)

#### **Metaferia Consulting Engineers**

Addis Ababa, Ethiopia  
Tel +251 (0)11 551 4241 Fax (0) 11 551 4466  
[aym.mce@ethionet.et](mailto:aym.mce@ethionet.et)

Halcrow Group Limited in association with Metaferia Consulting Engineers has prepared this report in accordance with the instructions of their client, Eastern Nile Technical Regional Office, for their sole and specific use. Any other persons who use any information contained herein do so at their own risk.

# **EASTERN NILE TECHNICAL REGIONAL OFFICE**

## **Integrated Watershed Management (Ethiopia) Sub-watershed Project of Fast Track Projects of Eastern Nile Subsidiary Action Programme**

### **Institutional Assessment Report**

#### **Contents Amendment Record**

This report has been issued and amended as follows:

<b>Issue</b>	<b>Revision</b>	<b>Description</b>	<b>Date</b>	<b>Signed</b>
1	0	Draft to ENTRO	9 Nov 2007	J.A. Gartner

# Contents

<b>1</b>	<b>Introduction</b>	<b>1</b>
<b>2</b>	<b>Institutional assessment</b>	<b>2</b>
2.1	Introduction	2
2.2	Regional Level	3
2.2.1	<i>Bureau of Agriculture and Rural Development</i>	3
2.2.2	<i>Bureau of Water Resources Development</i>	6
2.2.3	<i>Environmental Protection and Land Administration and Use Authority</i>	8
2.2.4	<i>Cooperative Promotion Agency</i>	10
2.2.5	<i>Bureau of Women's Affairs</i>	11
2.2.6	<i>Amhara Regional Agricultural Research Institute</i>	12
2.2.7	<i>Organisation for Rehabilitation and Development in Amhara</i>	14
2.2.8	<i>Sustainable Water Harvesting and Institutional Strengthening in Amhara Project</i>	18
2.2.9	<i>Other Institutions</i>	19
2.3	Wereda Level	20
2.3.1	<i>Wereda Office of Agriculture and Rural Development</i>	20
2.3.2	<i>Wereda Office of Health</i>	25
2.3.3	<i>Wereda Office of Women's Affairs</i>	26
2.3.4	<i>Sub-Branch Office of Amhara Credit and Saving Institution</i>	27
2.4	Kebele Level	28
2.4.1	<i>Kebele Council</i>	28
2.4.2	<i>Development Agent</i>	30
2.4.3	<i>Health Extension Worker</i>	33
2.4.4	<i>Cooperatives</i>	34
2.4.5	<i>Other Local Institutions</i>	35
<b>3</b>	<b>Proposed institutional arrangements</b>	<b>37</b>
3.1	Introduction and underlying concepts	37
3.1.1	<i>Project Goal</i>	37
3.1.2	<i>Tana-Beles Integrated Water Resources Development Project</i>	37
3.1.3	<i>Participatory and Integrated Approach for Watershed Development</i>	37
3.2	Proposed institutional framework for project implementation	40
3.3	Overall project management and coordination arrangements	50
3.3.1	<i>Kebele level</i>	50
3.3.2	<i>Wereda level</i>	51
3.3.3	<i>Regional level</i>	52
3.4	Responsibilities of implementing agencies	54
3.4.1	<i>Sub-kebele level</i>	54
3.4.2	<i>Kebele level</i>	56
3.4.3	<i>Wereda level</i>	59

<b>4</b>	<b>Capacity building and training plan</b>	<b>62</b>
4.1	Overview	62
4.1.1	<i>Wereda and Kebele levels</i>	62
4.1.2	<i>Regional level</i>	62
4.1.3	<i>Accounting support</i>	63
4.2	Technical assistance	63
4.2.1	<i>Project coordination office</i>	63
4.2.2	<i>Wereda Level</i>	63
4.2.3	<i>Accounting support</i>	64
4.3	Training	64
4.3.1	<i>Training of district agents and kebele staff including kebele watershed committees</i>	64
4.3.2	<i>Kebele councils</i>	65
4.3.3	<i>Cooperatives</i>	65
4.3.4	<i>Subject matter specialist staff (SMS)</i>	65
4.3.5	<i>Training of local contractors</i>	65
4.3.6	<i>Training of user groups</i>	65
4.3.7	<i>Training of health extension workers</i>	66
4.4	Training plan	66
4.4.1	<i>Programme</i>	66
4.4.2	<i>Estimated costs</i>	67

**Appendix A: List of contacted persons**

**Appendix B: Distances to Wereda capitals and selected micro-watersheds**

**Appendix C: Salient Features of Wereda Office of Agriculture and Rural  
Development**

**Appendix D: Relevant development projects and programmes**

**Appendix E: Estimated training costs**

## Acronyms

ACSI	Amhara Credit and Savings Institute
AfDB	African Development Bank
AMAREW	Amhara Micro Enterprise, Agricultural Research, Extension and Watershed Management Project
ANRS	Amhara National regional state
ARARI	Amhara Regional Agricultural Research Institute
BoARD	Regional State Bureaux of Agriculture and Rural Development
BoFED	Bureau of Finance and Economic Development
BoWRD	Bureau of Water Resources Development
CAD	Computer Aided Design
CAP	Community Action Plan
CWC	Community Watershed Committee
CWC	Community Watershed Committee
DA	Development Agent
EIA	Environmental Impact Assessment
ENSAP	Eastern Nile SAP
EPA	Environmental Protection Authority
EPLAUA	Environmental Protection, Land Administration and Use Authority
GEF	Global Environment Fund
GIS	Geographic Information System
IDEN	Integrated Development of the Eastern Nile
LFA	Logical Framework Approach
LFM	Logical Framework Matrix
M&E	Monitoring and Evaluation
MCA	Multi-Criteria Assessment
MERET	Managing Environmental Rehabilitation in Transition to Sustainable Livelihoods
MoARD	(Federal) Ministry of Agriculture and Rural Development (in Ethiopia)
MOVs	Means of Verification
MoWR	(Federal) Ministry of Water Resources (in Ethiopia)
MSC	Multi-Selection Criteria
NBI	Nile Basin Initiative is a cooperative arrangement between ten Nile countries
NELSAP	Nile Equatorial Lakes SAP
NGO	Non-Government Organization
NILE-COM	Nile Council of Ministers
NRM	Natural Resources Management
NTFPs	Non-Timber Forest Products
OARD	Offices of Agriculture and Rural Development
O&M	Operations and Maintenance
ORDA	Organisation for Rehabilitation and Development in Amhara
OVI	Objectively Verifiable Indicators
P&IWMD	Participatory and Integrated Watershed Management and Development
P&IWMDP	Participatory and Integrated Watershed Management and Development
PDO	Project Development Objective
PIPs	Project Implementation Plans
PLUP	Participatory Land Use Plan
PRA	Participatory Rural Appraisal or Participant Response Analysis
SAP	Subsidiary Action Plan
SWHISA	Sustainable Water Harvesting and Institutional Strengthening in Amhara
TBIWRDP	Tana Beles Integrated Water Resources Development Project
TOR	Terms of Reference
WBISPP	Woody Biomass Inventory and Strategic Planning Project
WFP	World Food Programme
WWT	Wereda Watershed Team

# 1 Introduction

The purpose of this report is to summarise the findings from the institutional assessment conducted as part of the project preparation activities.

The report provides:

- A review of the existing organisations relevant to the three sub-watersheds and their respective capacities in terms of supporting the projects;
- Proposals for how the project should be implemented in terms of the agencies involved and possible partnership modalities;
- Proposals for capacity building activities to enhance the ability of these organisations and of local communities, civil society and other socio-professional groups to participate in and sustain the outcomes of the project; and
- An assessment of the human, financial and training needs for these project activities.

## 2 Institutional assessment

### 2.1 Introduction

For the institutional assessment, visits have been made to the following key stakeholders at Regional, Wereda and Kebele level:

- Regional Level:**
- Bureau of Agriculture and Rural Development (BoARD)
  - Bureau of Water Resources Development (BoWRD)
  - Environmental Protection and Land Administration and Use Authority (EPLAUA)
  - Cooperative Promotion Agency (CPA)
  - Bureau of Women's Affairs
  - Amhara Regional Agricultural Research Institute (ARARI)
  - Organisation for Rehabilitation and Development in Amhara (ORDA)
  - Sustainable Water Harvesting and Institutional Strengthening in Amhara (SWHISA) Project
- Wereda Level:**
- Offices of Agriculture and Rural Development in Mecha Wereda, Sekele Wereda, Dera Wereda, Este Wereda, Farta Wereda and Libokemkem Wereda
  - Offices of Women's Affairs in Sekele Wereda and Este Wereda
  - Office of Health in Sekele Wereda
  - Sub-Branch Offices of Amhara Credit and Saving Institutions (ACSI) in Sekele Wereda and Este Wereda
  - Branch Office of Commercial Bank of Ethiopia in Debre Tabor (Farta Wereda)
- Kebele Level:**
- One or two Development Agents (DAs) of Lehulum Salem Kebele, Gelawdiwos Kebele, Minat Kebele and Kisnat Sahar Kebele
  - Kebele Council (Chairman) of Lehulum Salem Kebele, Gelawdiwos Kebele and Kolay Dingors Kebele
  - Field Worker of NGO Green Horizon in Kolay Dingors Kebele
  - Health Extension Worker in Minat Kebele

## 2.2 Regional Level

### 2.2.1 Bureau of Agriculture and Rural Development

**Organisational Structure:** At Regional level, the BoARD has the overall responsibility for watershed development and management. The organisation structure of the BoARD is presented below:

#### **Main Department**

##### Agricultural Development:

#### **Department**

- Crop Production and Protection
- Livestock and Fishery Resource Development
- Small-Scale Irrigation Development
- Agricultural Extension
- Agricultural Technologies Multiplication and Development

##### Natural Resources Development:

- Forestry and Agro-Forestry Development and Protection
- Soil and Water Conservation
- Food-for-Work Project
- Woody Biomass Development

##### Agricultural Inputs and Marketing:

- Agricultural Inputs Supply and Administration
- Agricultural Marketing Development

##### Plan, Finance and Human Resource Development:

- Planning and Agricultural Information System
- Human Resource Development and ATVET
- Finance Service
- Administration and General Service
- Procurement and Material Management

Two poultry breeding centres and one cattle breeding centre are operated under the BoARD as well, whereas the following institutions operate independently under the BoARD:

- ARARI;
- CPA;
- Food Security Coordination and Disaster Prevention Office; and
- Mines and Rural Energy Development Agency.

**Main Activities:** The main activities of the three technical main departments are as follows:

<b><u>Main Department</u></b>	<b><u>Main Activities</u></b>
<b>Agricultural Development:</b>	<ul style="list-style-type: none"><li>• Crop production development through the provision of packages on new technologies to Wereda staff and DAs</li><li>• Improved breeding stock, artificial insemination (AI), veterinary services, beekeeping and forage development</li><li>• Fishery development in collaboration with ARARI</li><li>• Provision of training to Wereda staff on extension with the provision of different packages</li><li>• Dissemination of new/improved equipment and machinery</li></ul>
<b>Natural Resources Development:</b>	<ul style="list-style-type: none"><li>• Seedling production and plantation</li><li>• Forest protection</li><li>• Soil and water conservation (SWC) interventions, including terracing, check dams and watershed management</li><li>• Food-for-work projects with support of WFP</li><li>• Reforestation</li></ul>
<b>Agricultural Inputs and Marketing:</b>	<ul style="list-style-type: none"><li>• Need assessment for agricultural inputs</li><li>• Preparation of credit plans for supply of inputs</li><li>• Contracting input suppliers</li><li>• Communication and coordination with cooperatives</li><li>• Collection and dissemination of marketing information to farmers</li></ul>

**Projects and Programmes:** The BoARD is currently involved in the implementation of various projects, including:

- Managing Environmental Rehabilitation in Transition to Sustainable Livelihoods (MERET) Project, which implemented in 23 Weredas with financial support of WFP and focused on conservation, intensification and expansion of cultivated land and diversification of income opportunities;
- SIDA-Amhara Rural Development Project (SARDEP) with activities related to crop production, livestock, extension, water, health and roads in East Gojam and South Wollo;
- USAID-funded Amhara Micro Enterprise, Agricultural Research, Extension and Watershed Management (AMAREW) Project, which is involved in watershed management in three micro-watersheds in three different Weredas, including Sekele Wereda, in accordance with an integrated watershed development approach as well as micro-enterprise development through small groups, including seed production, gabion production and raising ruminants;
- Productive Safety Net Programme is a new programme replacing the existing relief systems and will operate in food-insecure Weredas and it is aimed at providing relief as well as protecting and strengthening the asset base of beneficiaries through their participation in public works;
- African Development Bank (AfDB)-funded Koga Irrigation and Watershed Management Project aimed at construction of large-scale irrigation system, including a dam, and watershed management in the Koga watershed upstream of the dam;
- Sustainable Use of Natural Resources for Improved Food Security in Amhara (SUN) Project, which is implemented by GTZ with funds from KfW and aimed at integrated watershed management activities in four Weredas, including Farta;
- AfDB-funded Agricultural Sector Support Programme (ASSP), including irrigation development;
- World Bank-funded Biomass/Energy Access Project, including forestry activities;
- Integrated Livestock Development Project, which is implemented with funds from Austria in 16 Weredas; and
- USAID-funded Dairy Livestock Development Project with focus on urban areas.

In addition, CIDA is financing (research) activities related to water resource development and conservation in five Weredas, whereas FAO provides funds for irrigation activities in North Wollo. IFAD is supporting agricultural marketing in all Zones of Amhara and it was funding irrigation development in 18 Weredas until last year.

**Opportunities and Constraints:** The BoARD has staff with expertise and skills in various topics related to crop production and marketing, inputs supply, livestock production and health, (agro-)forestry, natural resources management (NRM), SWC, extension as well as development and dissemination of new/improved equipment. Furthermore, the BoARD

gained experience with the implementation of projects and programmes related to agricultural and livestock development as well as watershed management.

However, the BoARD reportedly has problems with recruiting and/or keeping (i.e. high turnover) qualified staff due to the relatively low salaries, poor working conditions and frequent restructuring. The available office space is not sufficient as up to 6 staff members have to share one room. The vehicles owned by the BoARD are relatively old.

### 2.2.2 *Bureau of Water Resources Development*

**Organisational Structure:** In addition to the (contract management) department headed by the Head of BoWRD, there are the following Wings/Directorates managed by two Deputy Heads:

- Irrigation Wing/Directorate; and
- Potable Water Supply (PWS) Wing/Directorate.

The Irrigation Wing/Directorate consists of the Irrigation and Watershed Study Department and the Irrigation Operation and Maintenance (O&M) Department. These two departments have experts in the field of engineering, geology, watershed management, agronomy, socio-economics, hydrology, environment, surveying and CAD.

The PWS Wing/Directorate also comprises two departments, namely the PWS Study and Design Department and the PWS O&M Department, and they have experts in the following fields: civil and electrical engineering, hydrology, geology, surveying and community participation.

The BoWRD also runs the following facilities:

- Soil laboratory for testing soil fertility and construction materials to be used for dam construction;
- Laboratory for water quality control; and
- Central workshop for repair of motor pumps and testing of water meters.

**Main Activities:** The main activities of the two Wings/Directorates within the BoWRD are presented below:

<b><u>Main Department</u></b>	<b><u>Main Activities</u></b>
<b>Irrigation Wing/Directorate:</b>	<ul style="list-style-type: none"><li>• Study and design of small-scale irrigation schemes (maximum of 250 ha), including earthen dams with heights of 9 to 26 metres as well as diversion weirs</li><li>• Preparation of O&amp;M manuals, which are updated following completion of construction works</li></ul>

- Preparation of bid documents as construction works are carried out by private sector
- Handover of completed schemes to Irrigation Cooperatives
- Training of Zone and Wereda staff as well as Irrigation Cooperative staff and managers
- Plan to prepare water resources master plan for sub-catchments

**PWS Wing/Directorate:**

- Investigation of groundwater and springs
- Design of civil works
- Preparation of design documents as construction works are undertaken by private sector
- Handover of completed PWS to water management committees (WMCs)
- Water quality control
- Capacity building of Wereda staff and WMCs

The supervision, monitoring and quality control of the construction works carried out by private contractors is the responsibility of the Contract Management Department, which is headed by the Head of the BoWRD.

The measurement of water flows in the rivers is undertaken by the regional branch office of the Federal Hydrology Department.

**Projects and Programmes:** At present, the BoWRD is involved in the implementation of the following projects and programmes:

- CIDA-funded Sustainable Water Harvesting and Institutional Strengthening in Amhara (SWHISA) Project (see 3.1.8 for more information)
- World Bank-funded Rural Water Supply and Sanitation Project (RWSSP);
- FINNIDA-funded Rural Water Supply and Environmental Programme – Amhara Region, which has constructed PWS in Farta and Dera Weredas, including the formation and training of WMCs;
- World Bank-funded Tana-Beles Integrated Water Resources Development Project (TBIWRDP); and
- Millie-Jarie Watershed Development Project.

In addition, JICA, SIDA, UNICEF, UNDP and various NGOs (i.e. CARE, World Vision and ORDA) are financing and/or executing the construction of PWS schemes, whereas SIDA, IFAD, AfDB and the French Government (i.e. AFD) provide funds for small-scale irrigation development. Under the Food Security Programmes, (small-scale) irrigation development is also executed, while the integrated development of a model micro-watershed of 500 ha in the eastern part of Amhara is carried under the National and Regional Global Water Partnership (GWP). The International Water Management Institute (IWMI), which as an office in Addis Ababa, is conducting research on irrigation and water management.

During the input of the International Sociologist, two teams of experts were conducting a hydrology study and preparing detailed designs for the construction of 5 dams, including Ribb, Gumara and Jema, under the Tana-Beles Water Resources Development Project. Maps with the exact location of proposed dams would be available with the Ministry of Water Resources (MoWR) in Addis Ababa.

**Opportunities and Constraints:** The BoWRD has the staff with the basic skills and knowledge to conduct studies, to plan and design small-scale irrigation and PWS schemes, to prepare bid documents, to supervise and monitor the construction works carried out by the private sector as well as to strengthen the capacity of Wereda staff, Irrigation Cooperatives and WMCs for the O&M of the completed irrigation and PWS schemes. The reported constraints are as follows:

- Government salaries are too low to recruit most qualified staff;
- Lack of calibrated data for water resources, so that dams and other headworks are over-designed;
- Limited budget to execute construction of schemes;
- Completed irrigation schemes are not functioning properly as communities lack sense of ownership and expected government to resolve problems.

**Needs:** To strengthen the institutional capacity of the BoWRD with regard to the development of irrigation and PWS schemes, there a need for:

- Training of existing staff to refresh and enhance their skills and knowledge;
- Multi-disciplinary approach for the development of irrigation schemes;
- Power full computer for running CAD-design
- Expansion of GIS capacity according to the needs of water resources development.

### 2.2.3 *Environmental Protection and Land Administration and Use Authority*

**Organisational Structure** The EPLAUA has the following three technical departments:

- Environmental Protection Department with 19 staff members, including 7 vacancies, and experts in the field of environmental pollution, SWC, socio-economics, chemical

pollution impact, ecology, EIA, water resources pollution impact, solid waste removal, wildlife protection, wetland protection, non-indigenous plants;

- Land Administration Department with 20 staff members, including 3 vacancies, and experts in land valuation, resettlement, socio-economics, land acquisition and compensation assessment, survey and land measurement, land registration, cadastral survey and mapping, land investment, GIS; and
- Land Use Department with 12 staff members, including 2 vacancies, and expertise in socio-economics, land use planning, data collection and analyses, soil survey, agro-ecology, water resources, land valuation, soil erosion, rangeland, climatology, livestock ecology, seasonal land use and coverage.

**Main Activities:** The main activities of the three technical departments of the EPLAUA are as follows:

<u>Department</u>	<u>Main Activities</u>
<b>Environmental Protection:</b>	<ul style="list-style-type: none"> <li>• Surveys, studies and preparation of project proposals, including resettlement</li> <li>• Review and evaluation of Environmental Impact Assessments (EIAs)</li> </ul>
<b>Land Administration:</b>	<ul style="list-style-type: none"> <li>• Preparation of resettlement programmes</li> <li>• Land measurement, registration and issue of land certificates</li> <li>• Assessment of land investment potential</li> <li>• Land acquisition</li> </ul>
<b>Land Use:</b>	<ul style="list-style-type: none"> <li>• Preparation of land use manuals and guidelines</li> <li>• Community mobilisation for land use study</li> <li>• Land use potential assessment and planning</li> <li>• Preparation and execution of resettlement plans</li> <li>• Preparation of land investment plans</li> <li>• Capacity building of Wereda staff</li> <li>• Preparation of strategic land use plan for Amhara Region</li> </ul>

**Projects:** At present, the EPLAUA is involved in the following two projects:

- AfDB-funded Koga Irrigation and Watershed Management Project with interventions related to land acquisition for the construction of the dam and distribution system as the execution of evaluation of the EIA;
- SARDEP with activities regarding resettlement.

**Opportunities and Constraints:** In particular in the field of land administration and land use planning, the EPLAUA has gained experience in various disciplines, including surveying, mapping and GIS. However, one of the major weaknesses is the inability to recruit qualified experts with the necessary skills and knowledge. Therefore, there is an urgent need to provide training for the existing staff aimed at improving their skills and knowledge. Other reported constraints are the lack of sufficient vehicles and budget.

#### 2.2.4 *Cooperative Promotion Agency*

**Organisational Structure:** The CPA operates as an independent agency under the BoARD and it has the following technical departments:

- Planning Department;
- Cooperative Promotion Department;
- Marketing and Credit Department;
- Legal and Control Department; and
- Rural Saving and Credit Department.

**Main Activities:** The main activities of these five technical departments are summarised below.

<u>Department</u>	<u>Main Activities</u>
<b>Planning:</b>	<ul style="list-style-type: none"> <li>• Preparation of AWP and progress reports</li> <li>• Budget allocation</li> <li>• Project formulation and M&amp;E</li> </ul>
<b>Cooperative Promotion:</b>	<ul style="list-style-type: none"> <li>• Development of guidelines for cooperative development</li> <li>• Provision of training to Zone and Wereda staff as well as cooperatives</li> <li>• Preparation of model bylaws and directives</li> <li>• Extension on cooperative development</li> </ul>
<b>Marketing and Credit:</b>	<ul style="list-style-type: none"> <li>• Extension on cooperative development</li> <li>• Input supply</li> <li>• Credit services</li> <li>• Marketing information</li> </ul>
<b>Legal and Control:</b>	<ul style="list-style-type: none"> <li>• Registration of cooperatives</li> <li>• Inspection of cooperatives</li> </ul>

- Rural Saving and Credit:**
- Audit of cooperatives
  - Formation of Saving & Credit Cooperatives
  - Capacity building

**Projects:** At present, the CPA is involved in the following projects:

- Koga Irrigation and Watershed Management Project with the formation and strengthening of Irrigation Cooperatives;
- SWHISA Project with development of Irrigation Cooperatives;
- ASSP with the construction of warehouses and storage facilities for existing cooperatives.

In addition, the CPA also provides support to the NGO SOS Sahel with the development of marketing cooperatives for beekeepers. The CPA also receives funds from IFAD for the development of Irrigation Cooperatives.

**Opportunities and Constraints:** The CPA has the institutional capacity to support the formation, strengthening, inspection and audit of different types of cooperatives, including Irrigation Cooperatives and Saving & Credit Cooperatives. However, the following constraints were reported:

- Limited budget for capacity building of cooperatives and extension activities;
- Insufficient budget for training of CPA staff by external trainers;
- Number of vacancies due to problems with finding qualified experts;
- Insufficient extension material and lack of reference books;
- Transport as the nine cars are relatively old and require regular repair; and
- Insufficient office facilities, in particular communication with only one fax machine and no internet connection.

#### 2.2.5 *Bureau of Women's Affairs*

**Organisational Structure:** The Bureau of Women's Affairs has the following four departments:

- Gender Mainstreaming;
- Training and Promotion;
- Planning and Information Service; and
- Research and Project.

**Main Activities:** The main activities of the Bureau of Women's Affairs include:

- Gender mainstreaming through review and evaluation of plans and reports of other Government agencies and NGOs, provision of advice and feedback as well as organising workshops and training courses;
- Identification and documentation of gender problems as well as development of projects to resolve the identified gender problems;
- Establishment of contacts with Government and donors for implementation of formulated projects;
- Gender awareness of Government staff and population through the provision of training; and
- Publication of monthly brochures with information on women's rights and other gender-related topics for distribution at Wereda and Kebele level.

**Projects:** At present, the Bureau of Women's Affairs is involved in the execution of the following three projects:

- SARDEP with activities aimed at preventing cultural harmful practices and research;
- Rural Water Supply and Environmental Programme – Amhara Region with interventions focused on the promotion of women's involvement in WMCs as well as M&E; and
- SWHISA Project with activities related to the integration of rural women in water harvesting interventions as well as HIV/AIDS.

In addition, the Bureau of Women's Affairs receives funds from UNICEF and UNFPA for activities aimed at the prevention of cultural harmful practices through the organisation of workshops and community dialogues. A total of 140 cultural harmful practices exist in Ethiopia, of which 80 are practiced in Amhara, including early marriage, tattooing and genital mutilation.

**Constraints and Needs:** One of the major constraints is that the Bureau of Women's Affairs has to undertake activities in all Kebeles through its Wereda offices with limited facilities and budget. At present, the Bureau of Women's Affairs lacks the funds to organise skill training for (rural) women. The Bureau of Women's Affairs would also like to establish a saving and credit institution for women as many poor women do not have access to credits as they are refused as group members, which is a condition for obtaining a small loan from ACSI.

#### 2.2.6 *Amhara Regional Agricultural Research Institute*

**Organisational Structure:** ARARI is an independent institutions operating under the BoARD and responsible for agricultural research in the Regional State of Amhara. In addition to its head office in Bahir, it also has five regional agricultural research centres, of which the Adet Agricultural Research Centre covers the three Project watersheds. ARARI

also manages the Andessa Livestock Centre, Agricultural Mechanisation Centre and the Fishery Centre, which are located in or around Bahir Dar.

**Main Activities:** The main activity of ARARI is conducting research in a large number of fields, including:

- SWC, including area closure with planting of fast-growing trees and grasses (cut-and-carry system for livestock), terracing, gully treatment and planting of productive trees;
- Crop production improvement, including horticulture (fruit and vegetables), cereals, pulses as well as potato with 5 varieties that are resistant to local diseases and having significant higher production;
- Drought-resistant crops, including drought-tolerant crops and fast-maturing crops;
- Apiculture, including improved beehives;
- Livestock improvement, including breeding of cows with higher milk production;
- Water harvesting (roof and runoff) for supplementary irrigation;
- Composting and green manure;
- Fodder crops, such as fast-growing grasses for midlands and leguminous crops for highlands;
- Agricultural mechanisation, including thresher and pumps (i.e. pedal and washer pumps);
- Fishery for lake, streams and ponds;
- Irrigation and irrigated crops, including crop water requirements, different irrigation practices (i.e. drip) and mulching.

ARARI has also gained substantial experience with watershed development due to its involvement in the SIDA-funded SARDEP, under which 32 model watersheds have been developed through an integrated and participatory approach. This project started some 10 years ago and it is still ongoing. Multi-disciplinary teams were involved in the planning and design of the interventions. The major results have been increased in biomass and production as well as diversification. However, the success of this project is not replicated in other watersheds and the main reason is that it required communal action, which shall be initiated through local mobilisers. Various appropriate technologies have been developed, tested and disseminated in the 32 model watersheds.

ARARI's research approach is to test and screen new technologies at its research centres before trials and demonstrations are conducted at farmer level. ARARI has developed both information technology (75%), in particular new or improved practices, and material technology, such as new varieties and equipment, which can be easily integrated in any extension programme. So far, 90 new varieties have been registered in the name of ARARI.

**Opportunities and Constraints:** Undoubtedly, ARARI has conducted research in a large number of fields and it has developed a significant number of field tested technologies with regard to crop production, livestock, irrigation, SWC and agricultural mechanisation, which would be useful to improve the livelihoods of the rural population in the three Project watersheds. ARARI also has the capacity to provide training to Wereda staff and DAs. According to the Director General of ARARI, availability of new and improved technologies is not the problem, but extension of new and improved technologies is a major problem due to lack of commitment at various levels, including the allocation of sufficient budgets to the Weredas and Kebeles. The Director General also stated that new/improved technologies are adopted faster for crops with good marketing opportunities. Therefore, marketing of crops must be given due attention, including support to cooperatives.

### 2.2.7 *Organisation for Rehabilitation and Development in Amhara*

ORDA was established as the Ethiopian Relief Organisation (ERO) in 1984 to assist the population affected by severe drought and the war in northern Ethiopia. It had strong links with the freedom movement and operating from Southern Sudan with financial support from various international donors. In 1991, ORDA became legally registered with the Federal Ministry of Justice as a local non-profit organisation. From 1991 to 1995, ORDA only focused on rehabilitation activities, whereas some development activities were implemented between 1995 and 1997 together with rehabilitation. From 1997, ORDA only undertakes development activities, which comprises 5 main programmes.

**Vision, Mission and Goals:** The vision of ORDA is to see the people of Ethiopia to be free from poverty and backwardness. Its mission is to empower the poor people of the Amhara National Region in maximising their development potentials and the benefits of sustainable development by developing their capability and self-reliance. The goals are defined as follows:

- Support the endeavours of the people in ensuring food security with training, material, finance and technical support;
- Assist food-insecure households through natural and human resources development, improved agricultural practices, infrastructure and income-generating activities;
- Respond to natural and man-made disasters to prevent displacement, death and asset depletion by building the resiliency of vulnerable communities to withstand shocks;
- Create an opportunity for women to play key roles in decision-making and maximise their benefits from development activities; and
- Prevent and control HIV/AIDS.

**Organisational Structure:** ORDA has a General Assembly comprising representatives from local population, community-based organisations, officials, NGOs, businessmen and volunteers. The Board of Directors is elected by the General Assembly and provides

strategic leadership and assigns the Director for overall management of the organisation and the Deputy Director for the management of the development programmes and provision of technical support to project and coordination offices.

To support the implementation of its 5 development programmes, ORDA has the following five supporting units:

- Planning, Monitoring and Evaluation Coordination;
- Finance Coordination;
- Logistics Coordination;
- Human Resource; and
- Internal Audit and Inspection.

At present, ORDA is operational in 40 Weredas, where it has established project offices. It also has a liaison office in Addis Ababa. In March 2007, a total of 613 persons (22% are women) were working for ORDA, of which 21% in the head office, 77% in the project offices and 2% in the liaison office. ORDA also manages 196 warehouses in the Amhara region.

ORDA is members of the Christian Relief and Development Association (CRDA) with 262 members, which can be mobilised for the provision of training and technical support. ORDA is also member of the Sustainable Land Use Forum (SLUF), which is a network of NGOs involved in NRM and can be used for acquiring training, support and technical assistance as well as for exchanging information.

**Main Activities:** ORDA is implementing the following five development programmes:

- Agriculture Development and Environment Protection Programme;
- Forest Resource Development Programme;
- Water Resource Development Programme;
- Disaster Prevention Programme; and
- Capacity Building and Communication Programme.

The main activities undertaken under these five development programmes as well as the main achievements for the last 10 years are briefly described below:

<b><u>Development Programme</u></b>	<b><u>Main Activities</u></b>	<b><u>Main Achievements</u></b>
<b>Agriculture Development and Environment Protection:</b>	• Crop production and protection	• 648 MT improved seed distributed, 1,522 oxen distributed; 17 seed banks constructed, 2 pyrethrum nurseries established
	• Horticulture	• 49 fruit and vegetable nurseries managed; 3 million fruit and vegetable seedling distributed; 69 MT of vegetable and fruit seeds distributed; 2 high land fruit nurseries managed; 1.3 million root crops distributed
	• Livestock development	• 11,755 improved chicken varieties distributed; 7 animal health posts constructed; 217 modern and 2,952 transitional beehives distributed; 12 forage nurseries managed; 1.3 million forage seedlings and 0.24 million grass cutting distributed
	• SWC	• 30,000km terraces constructed and maintained; about 780,000m <sup>3</sup> of check dam constructed; 150,000m <sup>3</sup> of flood diversion canals constructed; 120,000m <sup>3</sup> artificial water ways constructed; 17 biological conservation nurseries managed; 110 watershed management committees formed; Wereda staff trained
	• Promotion of income-generating activities	• 2,691 (female-headed and landless) persons trained, 2 community skill training centres constructed; 437 cooperative leaders and staff trained
<b>Forest Resources Development:</b>	• Nursery establishment and management	• 174 tree nurseries managed
	• Seedling production and plantation	• 113 million seedling planted; 8,876 farmers trained in agro-forestry
	• Closure area management	• 27,000 area closure managed

<u>Development Programme</u>	<u>Main Activities</u>	<u>Main Achievements</u>
<b>Water Resources Development:</b>	<ul style="list-style-type: none"> <li>Promotion of energy-saving stoves</li> </ul>	<ul style="list-style-type: none"> <li>517 fuel-saving stoves distributed</li> </ul>
	<ul style="list-style-type: none"> <li>RWS and sanitation</li> </ul>	<ul style="list-style-type: none"> <li>1,081 hand-dug wells constructed; 469 springs developed; 3,157 WMC formed and trained; 647 water caretakers trained; 4,105 pit latrines constructed; 55,000 persons trained on hygiene and sanitation</li> </ul>
	<ul style="list-style-type: none"> <li>Small-scale irrigation</li> </ul>	<ul style="list-style-type: none"> <li>88 traditional and modern schemes completed with 2,921 ha; 79 WUAs formed; 904 farmers trained</li> </ul>
	<ul style="list-style-type: none"> <li>Rural road construction</li> </ul>	<ul style="list-style-type: none"> <li>2,044km road constructed; 5 warehouses constructed; 15 FTCs constructed</li> </ul>
	<ul style="list-style-type: none"> <li>Rain water harvesting</li> </ul>	<ul style="list-style-type: none"> <li>1,485 water harvesting structures built</li> </ul>
	<ul style="list-style-type: none"> <li>Promotion of irrigation technologies</li> </ul>	<ul style="list-style-type: none"> <li>144 drip systems introduced;</li> </ul>
<b>Disaster Prevention:</b>	<ul style="list-style-type: none"> <li>Community capacity building on disaster management</li> </ul>	
	<ul style="list-style-type: none"> <li>Collection and analysis of early warning data</li> </ul>	
	<ul style="list-style-type: none"> <li>Resource mobilisation for people in needs</li> </ul>	
<b>Capacity Building and Communication:</b>	<ul style="list-style-type: none"> <li>Community asset development</li> </ul>	
	<ul style="list-style-type: none"> <li>Capacity building of communities as well as government and ORDA staff</li> </ul>	
	<ul style="list-style-type: none"> <li>Facilitation of community participation in planning, execution and monitoring of development programmes</li> </ul>	
	<ul style="list-style-type: none"> <li>Mainstreaming of gender and HIV/AIDS</li> </ul>	

**Opportunities and Constraints:** Based on aforementioned activities and achievements of the last 10 years, ORDA has demonstrated its institutional and technical capacity to plan and undertake interventions in the fields of crop and livestock development, forestry and SWC, irrigation and PWS, water harvesting, construction of rural infrastructure,

institutional development and capacity building. Therefore, ORDA would have the capacity to provide technical assistance, support and capacity building of Wereda staff and DAs on:

- Planning, design, construction and management of rural infrastructure, such as roads, warehouses, irrigation systems, PWS schemes and water harvesting structures;
- Establishment and management of nurseries;
- Formation and strengthening of watershed committees, WMCs and Irrigation Cooperatives/WUAs; and
- Skill training for female-headed and landless households.

#### 2.2.8 Sustainable Water Harvesting and Institutional Strengthening in Amhara Project

**Institutional Framework:** The SWHISA Projects in financed by CIDA and it started early 2005 for a period of 6 years. The SWHISA Project is implemented together with the following partners, where it also has stationed one or more experts:

Partner	Expert
BoWRD	<ul style="list-style-type: none"> <li>• Water harvesting</li> <li>• Irrigation</li> </ul>
BoARD	<ul style="list-style-type: none"> <li>• SWC</li> <li>• Agronomy</li> </ul>
ARARI	<ul style="list-style-type: none"> <li>• Irrigation</li> <li>• Agronomy</li> </ul>
CPA	<ul style="list-style-type: none"> <li>• Cooperative development</li> </ul>
Bureau of Women's Affairs	<ul style="list-style-type: none"> <li>• Gender</li> </ul>
EPLAUA (new partner)	None

The SWHISA Project is also collaborating with the Bahir Dar University by inviting staff from the Agronomy and Civil Engineering departments for planned training sessions.

**Main Activities:** In general, the SWHISA Project is focusing on the institutional strengthening of its partners through the provision of training, equipment and computers with new software (i.e. GIS). Training curricula and materials have been developed and they would be available for use by third parties. Training is provided by own staff and national consultants, which can be hired easily.

The specific activities include:

- Construction of 60 pilot household water harvesting schemes through construction of guide bunds in the fields to divert runoff water to a small tank with several silt traps, which cost Birr 20,000 to 25,000 per scheme and stored water will be used for irrigating 300 to 400 m<sup>2</sup> for the cultivation of vegetables;
- Establishment of several irrigated agricultural demonstration farms for research in field of agronomy and water management, including adaptation of high-yielding varieties (HYV);
- Development of one experimental watershed for SWC studies with ARARI;
- Support for the development of two field research stations of ARARI;
- Integrated small-scale irrigation scheme training studies with BoWRD, mainly focused on on-farm water management (OFWM) although development of small-scale irrigation systems is considered;
- Supply of office, field and laboratory equipment to BoWRD;
- Construction of 30 FTCs with equipment and provision of training for DAs in new extension approach;
- Cooperative development through the provision of training to Wereda staff;
- Groundwater exploration; and
- Introduction of environmental, gender equality and HIV/AIDS strategies into the methodologies used by partners.

**Opportunities and Constraints:** The adopted approach and institutional framework of the SWHISA Project is very interesting as it envisages the strengthening of the institutional and technical capacity of its partners, which will also be actively involved in the planning, design and execution of activities and interventions in the field. The SWHISA Project could be an important training provider for developing the capacity of Wereda staff and DAs.

### 2.2.9 *Other Institutions*

**Government Institutions:** An institutional assessment of the following government institutions has not (yet) been conducted, but they may be involved in the implementation of the proposed Project as well:

- Bureau of Health with regard to the provision of improved health care;
- Rural Roads Authority with regard to the construction and rehabilitation of access roads; and
- Bureau of Finance and Economic Development with the responsibility for preparing the 5-year development plans as well as monitoring all ongoing and planned development programmes and projects.

**Non-Governmental Organisations:** In addition to ORDA, a large number of international, national and regional/local NGOs implement activities in various fields, such as health, education, water supply and sanitation, food security and nutrition, agriculture, disaster management as well as water development, including Ethiopian Orthodox Church (EOC), Amhara Development Association (AMA), Green Horizon, GOAL, World Vision, CARE, Save the Children, OXFAM, MSF, COOPI, German Agro Action (GAA), Food for the Hungry International (FHI), Catholic Relief Service (CRS), CONCERN, ActionAid and SOS Sahel. The Food Security and Disaster Prevention Coordination Office is responsible for the coordination of Non-Governmental Organisations (NGOs) that are operational in Amhara State.

**Private Sector:** In the field of input supply, a number of enterprises are active in Amhara State, including the Ethiopian Seed Enterprise with a seed farm processing plant in Bahir Dar, the Agricultural Input Supply Corporation and Pioneer Hi-Bred Seeds Ethiopia P.L.C. The construction of irrigation and PWS schemes is normally undertaken by private contractors. With regard to financial services, commercial banks and the Amhara Credit and Saving Institutions (ACSI) have established branch offices in all Weredas. There are also companies, such as AIMO Engineering, which are manufacturers of various types of agricultural equipment, including pedal pumps and beehives.

## 2.3 Wereda Level

### 2.3.1 Wereda Office of Agriculture and Rural Development

#### Organisational Structure:

The six visited Wereda Offices of Agriculture and Rural Development have 7 or 8 sections. The names of the sections with the experts that are usually available are presented below.

<u>Name of Section</u>	<u>Number of Staff</u>	<u>Commonly Available Expertise</u>
Extension (2 teams)	10 to 23	Agronomy, crop production, forestry, SWC, animal production, horticulture, home economics, extension and communication
Cooperative Promotion	6 to 10	Cooperative promotion, saving & credit, inspection, audit, management
Environmental Protection, Land Administration and Use	8 to 13	Land registration, land valuation, land use (planning), geography, surveying

<u>Name of Section</u>	<u>Number of Staff</u>	<u>Commonly Available Expertise</u>
Water Resources Development/Rural Water Supply	7 to 13	PWS, sanitation, irrigation engineering, O&M, community participation/development
Natural Disaster Prevention	1 to 2	Team leader
Rural Roads/Infrastructure	1 to 3	Technician
Input Supply and Marketing	2 to 4	Credit, seed multiplication
Planning	1 to 2	Planning, M&E, economics

The actual number of staff and their expertise of the six assessed Wereda ARD Offices can be found in Annex D together with other salient features. The access to means of transport and computers for the six assessed Wereda ARD Offices is show in the following table:

Name of Wereda Office	Car		Motorbike		Other Vehicles	Computer	
	Operational	Non-Operational	Operational	Non-Operational		Operational	Non-Operational
Mecha	1	-	3	2	4 bicycles	3	-
Sekele	1	-	2	-	-	1	-
Dera	1	-	4	-	-	3	-
Este	2	1	2	5	2 tractors	3	1
Farta	2	-	5	5	1 tractor	4	-
Libokemkem	2	-	5	3	1 tractor	2	1

**Main Activities:** The most common main activities that are usually carried out by the different sections of the Wereda ARD Offices are presented below.

<b><u>Name of Section</u></b>	<b><u>Most Common Main Activities</u></b>
<b>Extension</b>	<ul style="list-style-type: none"> <li>• Extension: introduction of new technologies, farmer training through DAs in FTCs</li> <li>• SWC: advice on construction of bunds, terracing, check dams, drainage, tree plantation</li> <li>• Livestock: AI, vaccination, advice of fattening, improved stock, forage production</li> <li>• Apiculture: distribution of improved beehives</li> <li>• (Agro-)Forestry: seedling production and distribution, nursery management, forest protection</li> <li>• Water harvesting: farmer training, ponds for water storage</li> <li>• Horticulture: seed(ling) distribution</li> <li>• Home economics: improved living conditions, sanitation, fuel-saving stoves, HIV/AIDS awareness</li> </ul>
<b>Cooperative Promotion</b>	<ul style="list-style-type: none"> <li>• Promotion of cooperative development</li> <li>• Formation and strengthening of cooperatives</li> <li>• Capacity building of cooperative leaders and staff</li> <li>• Inspection and audit of cooperatives</li> <li>• Provision of marketing information</li> </ul>
<b>Environmental Protection, Land Administration and Use</b>	<ul style="list-style-type: none"> <li>• Land registration and issue of certificates</li> <li>• Formation and training of Land Administration Committees</li> <li>• Land use study and planning, including mapping</li> <li>• Resolution of land-related conflicts</li> <li>• Reforestation</li> </ul>
<b>Water Resources Development/Rural Water Supply</b>	<ul style="list-style-type: none"> <li>• Construction of PWS schemes</li> <li>• Formation and training of WMCs in O&amp;M</li> <li>• Water purification and quality control</li> <li>• Promotion of sanitation, including pit latrines</li> <li>• Small-scale irrigation development</li> </ul>
<b>Natural Disaster Prevention</b>	<ul style="list-style-type: none"> <li>• Data collection and analysis for early warning of food shortages</li> <li>• Coordination with other Wereda offices and NGOs</li> </ul>
<b>Rural Roads/Infrastructure</b>	<ul style="list-style-type: none"> <li>• Construction and maintenance of rural roads, including water crossing, with community participation</li> </ul>

<b><u>Name of Section</u></b>	<b><u>Most Common Main Activities</u></b>
<b>Input Supply and Marketing</b>	<ul style="list-style-type: none"> <li>• Facilitation of inputs supply through cooperatives</li> <li>• Supply and monitoring of input credits through cooperatives</li> <li>• Collection and dissemination of marketing information</li> <li>• Introduction and distribution of new technologies (i.e. drip irrigation, pedal pump)</li> </ul>
<b>Planning</b>	<ul style="list-style-type: none"> <li>• Preparation of Annual Work Plan (AWP)</li> <li>• Allocation of budgets</li> <li>• Preparation of progress reports</li> </ul>

**Projects:** Each Wereda ARD Office is involved in one or more projects. The following table gives an overview per Wereda:

<b><u>Name of Wereda</u></b>	<b><u>Name of Project</u></b>
<b>Mecha</b>	<ul style="list-style-type: none"> <li>• Koga Irrigation and Watershed Management Project</li> <li>• RWSSP</li> </ul>
<b>Sekele</b>	<ul style="list-style-type: none"> <li>• AMEREW</li> <li>• Biomass Project</li> <li>• ASSP</li> </ul>
<b>Dera</b>	<ul style="list-style-type: none"> <li>• Rural Water Supply and Environmental Protection Programme – Amhara Region</li> <li>• ASSP</li> <li>• AfDB-funded National Livestock Development Project</li> <li>• RWSSP</li> </ul>
<b>Este</b>	<ul style="list-style-type: none"> <li>• Rural Road Transport Project</li> <li>• Rural Water Supply and Environmental Protection Programme – Amhara Region</li> <li>• CARE with PWS and income-generating activities</li> <li>• IFAD funds for irrigation development</li> </ul>
<b>Farta</b>	<ul style="list-style-type: none"> <li>• Rural Water Supply and Environmental Protection Programme – Amhara Region</li> <li>• Biomass Project</li> <li>• CARE with PWS</li> </ul>

- SUN Amhara (GTZ)
  - Green Horizon (NGO)
- Libokemkem**
- SUN Amhara (GTZ)
  - KfW funds for integrated watershed management

**Support for DAs:** In principle, each Kebele shall have three DAs with expertise in NRM, livestock and agriculture. There is also a Supervisor, who is responsible for monitoring and evaluating the performances of the DAs in three Kebeles by visiting each Kebele at least once every week. The Supervisor also functions as the intermediary between the DAs and the Wereda ARD Office. The number of DAs and Supervisors for the six assessed Wereda ARD Offices are presented in the following table:

<b>Name of Wereda</b>	<b>Number of Rural Kebeles</b>	<b>Number of DAs</b>	<b>Number of Supervisors</b>
Mecha	n.a.	n.a.	13
Sekele	27	62	9
Dera	29	72	9
Este	36	88	12
Farta	37	96	12
Libokemkem	n.a.	n.a.	n.a.

The DAs have to prepare (two-)weekly progress reports, which shall be submitted to their respective Supervisors. Each Supervisor also has to prepare (two-)weekly and monthly progress reports that are usually submitted to the Team Leader of the Extension Team.

Reportedly, the DAs receive training from the Wereda staff one to five times per year for 2 to 5 days per training course. If more training budget would be available, the Wereda ARD Offices would provide training for the DAs more frequently. The Subject Matter Specialists (SMSs) of the Extension Teams are able to visit each Kebele two times each year in Mecha Wereda, whereas monthly visits are reportedly conducted to each Kebele by the SMSs in Farta and Libokemkem Weredas.

**Opportunities, Constraints and Needs:** Each Wereda ARD Office has staff with expertise in a large number of fields. With the limited means and budget, the Wereda ARD Offices have been able to conduct a large variety of activities to support the rural population with the development of their agriculture and livestock as well as to protect and improve their natural resources. The major constraints for most if not all six assessed Wereda ARD Offices are as follows:

- Insufficient means of transport (i.e. cars and motorbikes);
- Insufficient budget for O&M of available cars and motorbikes;
- Insufficient computers and other office facilities;
- Insufficient budget for training of Wereda staff and DAs;
- Inability to recruit experienced staff with necessary skills and knowledge due to relatively low salaries and poor working conditions;
- Rapid turnover of staff due to living conditions in more remote Weredas;
- Shortage of staff due to vacancies;
- Inaccessibility of substantial number of Kebeles due to lack of access roads; and
- Lack of (appropriate) training curricula and materials for farmers' training.

In addition to more means of transport and budgets, all six assessed Wereda ARD Offices reported the need for training of their existing staff in order to refresh and enhance their skills and knowledge in their specific fields of expertise.

### 2.3.2 *Wereda Office of Health*

During his visits to the Weredas, the International Sociologist visited the Office of Health in Sekele Wereda in order to collect some basic information about its organisational structure, main activities and major constraints.

**Staff and Facilities:** A total of 6 staff members are working in the Wereda Office of Health, including experts in maternal health, health service, sanitation and extension. There are only two motorbikes and no computer.

At Kebele level, the following health staff should be available:

- 2 reproductive health agents;
- 1 health promoter; and
- 2 to 3 health workers.

The health staff at Kebele level provides training/awareness to groups of men and women related to maternal and child health, hygiene, malaria control and HIV/AIDS prevention. They also promote family planning through house-to-house visits by providing information and advice as well as distributing contraceptives.

**Main Activities:** The main activities conducted by the Wereda Office of Health include:

- Immunisation;
- Maternal and child health, including the provision of training to staff at Kebele level and women;
- Hygiene through the promotion of latrines and the provision of training;
- Provision of health services, including the construction of health posts and latrines;
- Malaria control through the provision of training, spraying and the distribution of bed nets; and
- HIV/AIDS prevention through the provision of training.

**Opportunities and Constraints:** The Wereda Office of Health has developed activities related to hygiene/sanitation and malaria control, which could be integrated in interventions at micro-watershed level with the support of the available health staff at Kebele level. The main constraint for the Wereda Office of Health is the lack of a car.

### 2.3.3 *Wereda Office of Women's Affairs*

The International Sociologist visited the Offices of Women's Affairs in Sekele and Este Weredas to collect basic information about its organisational structure, main activities and major constraints.

**Staff and Facilities:** The Office of Women's Affairs in Sekele Wereda has 6 staff members but no car or computer, while the Office of Women's Affairs in Este Wereda has 4 staff members and one new computer with printer but no vehicles.

**Main Activities:** The main activities of the Wereda Office of Women's Affairs include:

- Promotion of gender equity and protection of women from harmful cultural practices, in particular early and forced marriage, through cooperation with other Wereda offices as well as the provision of training for staff from other Wereda offices and Police about women's rights and the role of Office of Women's Affairs;
- Training of women in various topics, including family planning, HIV/AIDS prevention, handicraft skills, prevention of cultural harmful practices;
- Distribution of checklist among other Wereda offices with information about women's rights, harmful practices, household problems, women's workload;
- Resolution of land-related conflicts, whereby women are involved; and
- Support to women committees.

**Opportunities and Constraints:** The Wereda Offices of Women's Affairs could provide support with regard to the promotion of gender equity during the planning, design and execution of interventions as well as the development of activities specifically aimed at women, such as off-farm income-generating activities for female-headed households and

women from landless households. The major constraints for both Wereda Offices of Women's Affairs are the lack of vehicles, training materials and office equipment.

#### 2.3.4 *Sub-Branch Office of Amhara Credit and Saving Institution*

The Amhara Credit and Saving Institution (ACSI) emerged from ORDA and it was formally established in 1995 as a non-bank financial institution. The primary mission of ACSI is to improve the economic situation of low-income, productive poor people in the Amhara region through increased access to lending and saving services. The International Sociologist has visited two sub-branch offices of ACSI in Sekele and Este Weredas with the aim to collect information about their performances as well as the modalities and conditions for obtaining loans.

**Saving and Credit Portfolio:** In Sekele Wereda, a total of 2,250 saving accounts have been opened with a deposit of about Birr 200,000, including 13% from rural areas. The interest rate on a saving account is 4% per year. The total loan portfolio is about Birr 4.5 million, of which Birr 3 million is provided as rural loans. In Este Wereda, more than 10,000 households from all Kebeles have opened a saving account and they have deposited a total amount of Birr 2.39 million. A total of 5,130 rural loans are outstanding with a total amount of Birr 22.7 million.

**Loan Modalities and Conditions:** Loans for the rural population are only provided to groups of 5 to 7 members, whereby the members are collectively responsible for the repayment of the loans obtained by individual group members. The maximum amount that could be provided as a loan to an individual group member is Birr 3,000 for a period of one to two years against an annual interest rate of 18%. Loans are mainly provided for raising and fattening livestock and petty trade. One-year loans are also provided for apiculture in Sekele Wereda, whereas one-year irrigation loans are approved in Este Wereda for the pre-payment of motor pumps, which cost Birr 7,000 to 17,000. Individual group members can only obtain a loan after the entire group has received a 3-day training on credit management. Both sub-branch offices reported that none of the groups has defaulted on the repayment of outstanding loans. ACSI does not have a special credit programme for rural women, but the sub-branch office in Este Wereda reported that 54% of all rural loans are obtained by women, who have organised themselves in groups with only female members. At present, it is not possible to approve rural loans with a duration of more than 2 years.

**Centres:** The Sekele Wereda is sub-divided into 52 "centres", whereby each "centre" covers 15 to 20 groups. On a fixed day each month, staff members of the sub-branch office and an armed guard visit each centre in order to collect savings and loan repayments, obtain loan application and pay approved loans. In Este Wereda, 67 centres have been formed, but they are only used to inform the rural population about the loan conditions. As it is too risky to send staff to the centres with large amounts of money, the rural population has to come to the sub-branch office in Este to deposit money in their savings accounts, repay their loans and to collect their approved loans.

**Opportunities and Constraints:** ACSI has been very successful in providing small loans to the rural population, whereby groups are formed to guarantee the repayment of loans obtained by individual group members. Based on the data provided by the sub-branch office in Este Wereda, rural women also have access to loans. A major constraint is that the duration of rural loans is limited to a maximum of 2 years. For farmers with plans to invest in the production of fruit, a two-year loan is not feasible as fruit trees usually start to produce in their 4<sup>th</sup> or 5<sup>th</sup> year.

**Access to Commercial Banks:** According to the Manager of the Branch Office of the Commercial Bank of Ethiopia in Debre Tabor (Farta Wereda), individual farmers cannot obtain a loan as they do not have a trading licence and the issue of collateral may be a problem as land use rights cannot be used as mortgage. Cooperatives and associations, which are formally registered with the Government, could obtain loans from a commercial bank as long as there is a Government guarantee and a sound business plan. The interest rates for a loan range from 5.25% to 5.75%.

## 2.4 Kebele Level

### 2.4.1 Kebele Council

The International Sociologist conducted meetings with the Kebele Council (Chairman) of Lehum Salem Kebele (Mecha Wereda), Gelowdiwos Kebele (Dera Wereda) and Koley Dengors Kebele (Farta Wereda) in order to collect information about the composition and functioning of the Kebele Councils and their main activities.

**Composition and Functioning:** The main findings with regard to the composition and functioning of the three assessed Kebele Councils are presented in the table below.

	<b>Lehum Salem Kebele</b>	<b>Gelowdiwos Kebele</b>	<b>Koley Dengors Kebele</b>
Number of members:	7	12	10
Number of female members:	1	2	1
Representation:	All villages	Not all villages	All 7 villages
Election procedure:	400 members of political party from 4 church areas	100 village leaders	All community members
Term:	Unlimited	3 years	n.a.
Training:	Yes	Yes	Yes
Meetings:	Weekly	Weekly	Two-weekly
Budget:	No	No	No

	<b>Lehulum Salem Kebele</b>	<b>Gelowdiwos Kebele</b>	<b>Kolay Dengors Kebele</b>
Role in conflict resolution	No	Yes	Yes
Development Plan:	No, but list with requested projects (i.e. PWS)	No, but list with required projects (i.e. PWS)	No, but list with projects (i.e. nursery, SWC)

**Main Activities:** The main activities related to development activities of the three assessed Kebele Councils are shown below.

**Name of Kebele**

**Main Development Activities**

- Lehulum Salem**
- Female member is responsible for women’s affairs, including the prevention of forced marriages, empowerment of women, family planning, raising awareness about health issues and development of horticulture;
  - Deputy Chairman/Rural Development inspects degraded sites and contacts local communities to undertake SWC, but no activities have been undertaken, except the distribution of tree seedling for own nursery;
  - Agriculture and livestock is covered by DAs, but Kebele Council favours the cultivation of fodder crops to reduce grazing;
  - Issue of bylaws for protection of remaining original forest and guards assigned; and
  - No member is specifically responsible for health and potable water supply.

- Gelowdiwos**
- PWS: mobilisation of villagers and resources as well as coordination under Rural Water Supply and Environmental Protection Programme – Amhara Region;
  - SWC: identification of land to be treated and supervision of works;
  - Agriculture: advice of recommend practices with DAs, role model by applying new technologies, monitoring;
  - Livestock: management of communal grazing lands by preventing encroachment by neighbouring farmers; gully treatment and prevention of contamination of surface water by animal parasites;
  - Health: hygiene through promotion of latrines, role model; and

**Name of Kebele**

**Main Development Activities**

- Women's affairs: support formation of saving and credit association with 700 members.
- Kolay Dengors**
- NRM: awareness about protection of natural resources during Church meetings; instructing households to replant trees after having cut a tree (adopted); advice to individual farmers to protect their lands by building terraces, but stone bunds are destroyed as they form hiding places for rodents; stabilise bunds by planting trees
  - Agriculture and Livestock: advice to households to limit number of livestock; promotion of cut-and-carry system
  - Health and PWS: spring development and 12 boreholes Rural Water Supply and Environmental Protection Programme – Amhara Region, including formation of WMCs; promotion of pit latrines with Council members and example/role model
  - Women's Affairs: support to formation of women's association with Green Horizon to promote horticulture (destroyed by hail storm), whereby Kebele Council has authority to allocate plot of land

**Opportunities:** The Kebele Council is a formal institution responsible for the administration of the Kebele and its members are (indirectly) elected by the communities. Although it does not have any implementing capacity or a budget for executing development activities, the Kebele Council forms an important channel to inform and mobilise the population, whereby its members could be role models, i.e. by adopting the use of latrines. If the village elders are unable to resolve a local dispute, the case will be referred to Kebele Council. Reportedly, the Kebele Council also has the authority to allocate land for communal use. Furthermore, the Kebele Council is formally responsible for the management of communal land, including the communal grazing land and any community-managed forest. Therefore, the Kebele Council should also be actively involved in the planning and design of any interventions in the micro-watersheds.

2.4.2 *Development Agent*

During his field visits, meetings were held with one or two DAs in the Kebeles where the four micro-watersheds have been selected. Unfortunately, the DAs in Kolay Dengors Kebele could not be contacted.

**Institutional Capacity and Support:** The main findings with regard to the institutional capacity of the DAs as well as support from Wereda in the four Kebeles are presented in the table below.

	<b>Lehulum Salem Kebele</b>	<b>Gelowdiwos Kebele</b>	<b>Minat Kebele</b>	<b>Kisnat Sahar Kebele</b>
Number of DAs	3	3	3	1
Years of graduation	2005	2004, 2005	2004, 2005	2004
Years working as DA	2 years	1 – 2 years	2 years	2 years
Office	Yes	Yes	Yes	Yes
Office furniture	Yes	Yes	Yes	Yes
FTC	No	Yes	Yes	Not completed
FTC equipment	-	Yes	No	No
Demonstration plot	No	No	No	No
Budget	No	No	No	No
Tools and equipment	Only spade	Yes	No	Few
Reference material	No	Some booklets	No	IWM Manual
Training manuals and material	No	n.a.	Few manuals	Yes
Experience with group development	No	DA Agric.	No	No
Visits of Wereda staff per year	n.a.	6	4	6
Number of training courses by Wereda Office per year	No	1 – 2	6	1

**Main Activities:** The main activities carried out by the DAs in the four assessed Kebeles are shown below.

<u><b>Name of Kebele</b></u>	<u><b>Main Activities</b></u>
<b>Lehulum Salem</b>	<ul style="list-style-type: none"> <li>• NRM: survey, design and execution of 5 check dams and bunds at two sites (76.5 ha); nursery site with 29,000 seedlings of 7 different species</li> <li>• Agriculture: distribution of 3,000 coffee seedlings received from Wereda nursery; group meetings to provide technical advice; facilitation of procurement of vegetable seeds</li> </ul>

<u>Name of Kebele</u>	<u>Main Activities</u>
<b>Gelowdiwos</b>	<ul style="list-style-type: none"> <li>• Livestock: fattening of animals through training and advice</li> <li>• NRM: gully treatment; seedling plantation; terracing; training on energy-efficient stoves to 40 women with 100% adoption rate</li> <li>• Agriculture: advice on composting to 100 farmers; farmers' days (50 farmers) around plots of individual farmers, who have used improved seed varieties; day-to-day advice to farmers during cropping season; training course on irrigation for 81 hours over 3 month period for 35 farmers</li> <li>• Livestock: 5 improved beehives on credit through Cooperative; improved forage trees and grass; advice to farmers of animal fattening</li> </ul>
<b>Minat</b>	<ul style="list-style-type: none"> <li>• NRM: SWC with advice on terracing; seedling production on two DA-managed nurseries, including apple and "zaitoon"</li> <li>• Agriculture: 1 hand-dug well constructed for irrigation of 0.5 ha; advice on use of improved seed and fertiliser; advice on horticulture as 85.5 ha is irrigated through traditional river diversion and 41.5 ha by wells; advice on composting with more than 1,000 farmers making their own compost</li> <li>• Livestock: advice on fattening; advice on animal diseases and reporting to Wereda and veterinary health post; advice on breeding through AI; advice on improved/modern beehives with 347 traditional, 5 transitional and 10 modern beehives distributed through cooperative either in cash or on credit (Birr 265); training of 250 farmers in livestock production and health; advice on planting of grasses for animal feed: 56 farmers have planted 18 ha.</li> </ul>
<b>Kisnat Sahar</b>	<ul style="list-style-type: none"> <li>• NRM: surveying, advice and training of 130 farmers; 130 ha terracing, 3km check dams, 1,05 km drain in 2007; promotion of individual seedling nurseries and adopted by 475 households producing 500 seedlings, mainly eucalyptus</li> <li>• Agriculture: group training of 1,116 farmers in composting and all adopted and produce 10 cubic metres per household; inventory of needs for inputs to be sent to Wereda for distribution through cooperative; 4 pedal pumps for four individual households on credit (Birr 345) to lift water from stream to irrigate about 2 ha per pump</li> <li>• Livestock: promotion of modern beehives and 7 sold for Birr 265, including training provided; advice on increased egg production by incubating eggs (2 households adopted); advice on fattening of animals to 35 households; advice on forage production to 156 farmers</li> </ul>

**Training Needs:** The DAs in Lehum Salem Kebele expressed the need for training in agro-forestry and irrigation, while the DAs in Gelowdiwos Kebele require training in new technologies, crop production and watershed management. The DA Livestock in Minat Kebele could not specify the training needs, but training to enhance skills and knowledge is needed. The DA in Kisnat Sahar Kebele needs training NRM.

**Opportunities and Constraints:** The DAs are the main implementers of the development activities related to NRM, agriculture and livestock at Kebele level. As they are living in the Kebele, they have a very good understanding of the local conditions, problems and other issues. The DAs usually have established a good relationship with the large majority of farmers through the provision of (formal) training (in the FTC) and advice in their fields during the cropping season. However, the institutional capacity of the DAs is limited as they lack a budget for conducting demonstrations as well as tools and equipment. The expressed constraints of the contacted DAs in the four Kebeles are presented below.

Name of Kebele	Constraints
<b>Lehum Salem</b>	<ul style="list-style-type: none"> <li>• No means of transport</li> <li>• No equipment</li> <li>• No training material</li> </ul>
<b>Gelowdiwos</b>	<ul style="list-style-type: none"> <li>• No means of transport</li> <li>• No access to information on new technologies</li> <li>• No demonstration plot</li> <li>• No budget for demonstrations</li> <li>• No booths and rain-protection clothes</li> </ul>
<b>Minat</b>	<ul style="list-style-type: none"> <li>• No means of transport</li> <li>• No furniture for FTC</li> <li>• No stationary</li> <li>• No budget for demonstrations</li> </ul>
<b>Kisnat Sahar</b>	<ul style="list-style-type: none"> <li>• Too heavy workload as one DA has to undertake all activities</li> </ul>

#### 2.4.3 Health Extension Worker

In Minat Kebele (Farta Wereda), a meeting was held with the female Health Extension Worker, who is working in the Kebele for the last 15 months following a 1-year training.

**Facilities:** The Health Extension Worker has a small office with basic furniture, but no budget, means of transport or any equipment.

**Main Activities:** The main activities of the Health Extension Worker include:

- House-to-house visits to advice male and female household members on benefits of pit latrines, child care, promotion of fuel-efficient stoves that are self-made of local materials, improved living conditions and hygiene (i.e. boiling of water);
- Immunisation;
- Advice on family planning and distribution of contraceptives: about 25% of households using contraceptives (pill);
- Advice on ante- and post-natal care;
- Advice on conducting HIV/AIDS tests and prevention; and
- Assisting with deliveries.

**Opportunities:** Together with the DAs, the Health Extension Workers have daily contact with the population in the Kebele and they form an important channel for collecting and disseminating information. In the context of the proposed Project, the Health Extension Workers could facilitate the raising of awareness and the dissemination of information about issues related to safe water, sanitation and hygiene, malaria control and promotion of fuel-saving stoves, in particular among the female population.

#### 2.4.4 *Cooperatives*

A substantial number of cooperatives have been established, which are providing different services to its members and non-members. One of the main services provided by cooperatives is the supply of seeds and fertilisers on credit to its members. Other services provided by the cooperatives include: a) supply of new technologies, such as pedal pump, drip irrigation systems and improved beehives, on credit; b) saving and credit; c) marketing of cereals; d) processing and marketing of milk; and e) O&M of (modern) irrigation systems. The number of cooperatives and their main services in the six assessed Weredas are presented in the table overleaf.

**Opportunities and Constraints:** The input supply/multi-purpose cooperatives provide services to a large number of farmers in almost all if not all Kebeles of the six assessed Weredas. In addition to the supply of agricultural inputs, these cooperatives could also be used for the promotion and distribution of new technologies (on credit) among the households in the micro-watersheds. In addition to ACSI, the (saving and credit) cooperatives may also form an important channel for the provision of short- and medium-term loans to households in the micro-watersheds required for the development of (irrigated) horticulture (i.e. pedal/motor pumps, drip system, fruit seedlings), livestock and off-farm income-generating activities (i.e. handicrafts, petty trade, transport).

Name of Wereda	Type and Number of Cooperatives and Main Services
Mecha	<ul style="list-style-type: none"> <li>• 12 input supply cooperatives: supply of agricultural inputs and new technologies (i.e. drip irrigation, pedal pump)</li> </ul>
Sekele	<ul style="list-style-type: none"> <li>• 20 input supply cooperatives (1 cooperative for 3 Kebeles) and 60% of all farmers are members</li> </ul>
Dera	<ul style="list-style-type: none"> <li>• Multi-purpose cooperatives: input supply, flour mill, marketing and shop</li> <li>• Union of 5 cooperatives for distribution of seeds in 29 Kebeles</li> </ul>
Este	<ul style="list-style-type: none"> <li>• 18 multi-purpose cooperatives</li> <li>• 8 saving and credit cooperatives</li> <li>• 3 housing cooperatives</li> <li>• 2 irrigation cooperatives</li> </ul>
Farta	<ul style="list-style-type: none"> <li>• 21 multi-purpose cooperatives: input supply, flour mill, credit, marketing and shop</li> <li>• 3 saving and credit cooperatives, including one in rural area</li> <li>• 1 milk processing and marketing cooperative with 60 members in 3 Kebeles</li> <li>• 8 irrigation cooperatives for river diversion schemes</li> </ul>
Libokemkem	<ul style="list-style-type: none"> <li>• 16 multi-purpose cooperatives</li> <li>• 8 saving and credit cooperative</li> <li>• 1 housing cooperative</li> <li>• 1 milk processing and marketing cooperative</li> <li>• 2 irrigation cooperatives</li> </ul>

Although an institutional assessment of the cooperatives was not conducted, one of the main constraints reported by staff of the Wereda ARD Offices is the lack of storage facilities (i.e. warehouses). Furthermore, cooperative leaders and staff are not always properly trained due to limited budgets.

#### 2.4.5 *Other Local Institutions*

In addition to the Kebele Council and the cooperative, one or more other local institutions may also exist in the Kebeles. Within the context of the proposed Project, the following local institutions at Kebele level are most relevant:

- Water Management Committee (WMC), which are formed for the proper O&M of PWS schemes. The members of the WMC often have received training and user fees (Birr 0.5 to 1 per bucket/week or month) are usually collected to finance the maintenance and repair of the PWS scheme, including the (hand) pump. In Farta Wereda, about 400 WMCs have been formed and trained, while 270 WMCs received training in Dera Wereda. A total of 138 WMCs in Sekele Wereda have been trained in the management of their PWS schemes and they are also responsible for the construction of a fence around the PWS scheme.
- Land Administration Committees (with 7 members) have been formed and trained in all Kebeles in order to assist the EPLAUA Section of the Wereda ARD Office with the land registration process.
- In Sekele Wereda, 49 Environmental Protection Committees have been formed at level of each school, whereby the students as members and a teacher as head. One of the main activities of these committees is the production of seedling at the school nursery, which are planted around the school.
- In Farta Wereda, the local NGO Green Horizon has reportedly formed 100 interest groups of women and youth with the aim to develop horticulture, whereby the NGO provides a pedal pump and training in vegetable production. In addition, two groups of 80 and 100 households have also been established for the distribution of improved beehives, including the provision of training.

**Opportunities:** The International Sociologist is of the opinion that these local institutions could be involved during the planning, design and/or implementation of interventions at micro-watershed and Kebele level in the following ways:

- WMCs could be used for the dissemination of information among the (female) population about issues related to hygiene and sanitation, malaria control and prevention, fuel-saving stoves, etc.
- Land Administration Committee could be used as a platform for participatory land use planning, including the preparation of land use plans for all micro-watersheds located within the Kebele.
- Environmental Protection Committees could be used by the DAs and Wereda staff for raising the awareness among students about the importance of sustainable management of natural resources, including demonstrations on prevention of land degradation and treatment of degraded land. Dissemination of information about other issues related to agriculture, livestock and health (i.e. HIV/AIDS prevention) should also be considered.

## 3 Proposed institutional arrangements

### 3.1 Introduction and underlying concepts

#### 3.1.1 *Project Goal*

According to the Terms of Reference for the Detailed Project Preparation, the primary focus of the proposed (Tana Sub-Basin) integrated watershed development project is improved rural livelihoods with water and sediment management as critical outcomes as well. The proposed Project would provide for the investments in improved land management and contribute to socio-economic development by helping to improve rural livelihoods in the Tana Sub-Basin as well as to support investment in water resources development by reducing erosion and sediment transport to Lake Tana.

#### 3.1.2 *Tana-Beles Integrated Water Resources Development Project*

The planned watershed development activities has been conceived as an essential sub-project and will form an integral part of a larger development plan, namely the Tana-Beles Integrated Water Resources Development Project (TBIWRDP), whose development objective is to improve development and management of land and water resources of the Tana and Beles Sub-Basins in order to contribute to accelerated growth and sustainable socio-economic development to be achieved through a) physical investments and institutional arrangements for optimal development and management of land and water resources; b) building synergies with relevant ongoing and planned initiatives in the sub-basins.

#### 3.1.3 *Participatory and Integrated Approach for Watershed Development*

##### *Shortcomings of Conventional Watershed Management Approach*

In conventional watershed management projects, priority was given to the biophysical framework of watershed based on top-down and supply-driven approach, whereby resources were allocated by the central and state governments for watershed development. This top-down approach did not facilitate effective participation of the stakeholders at community level in planning and design of project activities that were aim to improve their livelihoods. Planning in conventional watershed projects was often based on the capacity of land rather than needs and capacities of local people, while ignoring local knowledge on local soil types and conditions for suitability of technology to the specific soil while designing and implementation of the projects. Proposed technologies were often ecologically and economically incompatible with local farming systems, especially with regard to labour availability. By being imposed on people as the way to prevent erosion, they often replaced rather than supplemented local methods of soil and water management in places where these had been practiced. The result of these

centrally-controlled soil and water conservation programmes has often been more erosion rather than less, either because the new structures were not maintained or because they were simply technically inferior to existing practices. As a result, many watershed projects around the world have not performed well and failing in achieving their goals and targets, mainly due to the lack of effective community participation in the planning, implementation and management stages of these projects.

### *Concept of Participatory Watershed Development*

In response to the failure of the conventional watershed management approach, the concept of participatory watershed management has emerged as a new paradigm for the development sustainable rural livelihoods in the fragile and semi-arid environments of the developing nations. There has been an awakening to the fact that problems with the sustainable use of natural resources are not only technical but socio-economic problems as well. Managing a watershed shall take into consideration the interaction in time and space not only of individual plots but also of the common pool resources such as forests, springs, gullies, roads and footpaths, and vegetative strips along rivers and streams. Watershed resources provide different services to different users, and these users are differentially affected by resource use decisions. This implies the success of any watershed project and its sustainability depends on people's participation in all its stages, including the planning, design and implementation of watershed development activities as well as the management of the results.

If implemented properly, participatory watershed management is a bottom-up and demand-driven approach with local communities in the driving seat. Commitment to a participatory watershed management approach demands for significant changes in the way that participatory watershed management projects are designed and implemented. Participation implies that stakeholders will work together to set criteria for sustainable management, identify priority constraints, evaluate possible solutions, recommend technologies and policies, and monitor and evaluate impacts. To achieve the desired level of people's participation in the planning, execution and management water shed management on a sustainable basis, the roles of community organisations and groups are crucial.

### *Concept on Integrated Watershed Development*

The development of the sustainable livelihoods concept started during 1990s based on growing awareness that rural development approaches based purely on agricultural production were insufficient to meet the livelihood needs of the rural and landless poor. Agricultural land and livestock frequently generate only a portion of rural livelihoods, which are not always agrarian or land-based. Other forms of income generation derived from migration, part-time trade or handicraft production often make a large contribution to an individual's or a household's livelihood. Instead of focusing only on land or water and its potential for development, attention should also be given to people's needs and their priorities for development. If the aim of a watershed management project is to improve the livelihoods of rural households, it must apply an integrated approach that emphasises the

integration of disciplines (technical, social and institutional dimensions) and objectives (conservation, food security, income generation) based on a good understanding of the principles operating within natural and social systems.

Integrated watershed management contemplates not only the physical treatment and cultural practices that may be required to bring land itself under a sustainable management system but also the greater range of individual and collective human endeavours that constitute community use of the resource base. These may include potable water supply, small-scale irrigation, area closures, communal grazing or forest areas, transport or market infrastructure, and other resource uses. Integrated watershed management shall focus on the people and their livelihoods and embracing all possible sectors which touch their livelihoods. Therefore, it is better to speak of watershed development, whereby management is seen as an outcome of the watershed development process. The essential elements of an integrated watershed development approach must be:

- People and their livelihoods shall be at the centre: unless the economic and social interests of the people managing the land in the watershed will benefit from the interventions, they will not invest in watershed management;
- SWC and water harvesting shall be placed within a broader context and implemented by the farmers themselves as much as possible to ensure ownership;
- Livelihoods improvements shall look beyond improving subsistence farming and towards diversifying and increasing income;
- Need for early, visible benefits in order to maintaining enthusiasm required for continued participation of the community members in implementation and maintenance of the interventions;
- Multiple factors contributing towards successful and sustainable interventions, including market access and social infrastructure, shall be recognised; and
- Benefits can also come in social and physical infrastructure, such as improved health and education, physical access to schools, health care and markets as well as improved community institutions and social cohesion.

### *Community-Based Participatory Watershed Development*

In order to have a common, standardised and more effective approach for the country, the Ministry of Agriculture and Rural Development prepared the Community-Based Participatory Watershed Development Guideline, which was issued in January 2005. Based on the aforementioned concepts of participatory and integrated watershed development, the Guideline aims to harmonise and consolidate planning procedures at the grass-root level by providing Development Agents and rural communities a workable and adaptable planning tool. Participatory (and integrated) watershed development is the

key to understand what needs to be done at various levels to sustain, improve and diversify production while developing and managing the natural resources base, promote income generation opportunities, increase access to basic services (i.e. roads, markets, schools, water) and make livelihood systems resilient to shocks (i.e. drought).

According to the Guideline, the overall objectives of participatory (and integrated) watershed development are as follows:

- to improve the livelihood of community/households in rural Ethiopia through comprehensive and integrated natural resource development; and
- to optimise the use of existing natural resources and untapped potentials in both already degraded areas and in the remaining potential areas of the country.

Participatory (and integrated) watershed development aims at a) productivity enhancement measures for improved income generation opportunities; b) enhanced livelihood support systems; and c) high resilience to shocks. Furthermore, it also aims to generate greater cohesion within the local communities and the society and to enable its poorest members to benefit from the various assets created and eventually to overcome their food insecurity.

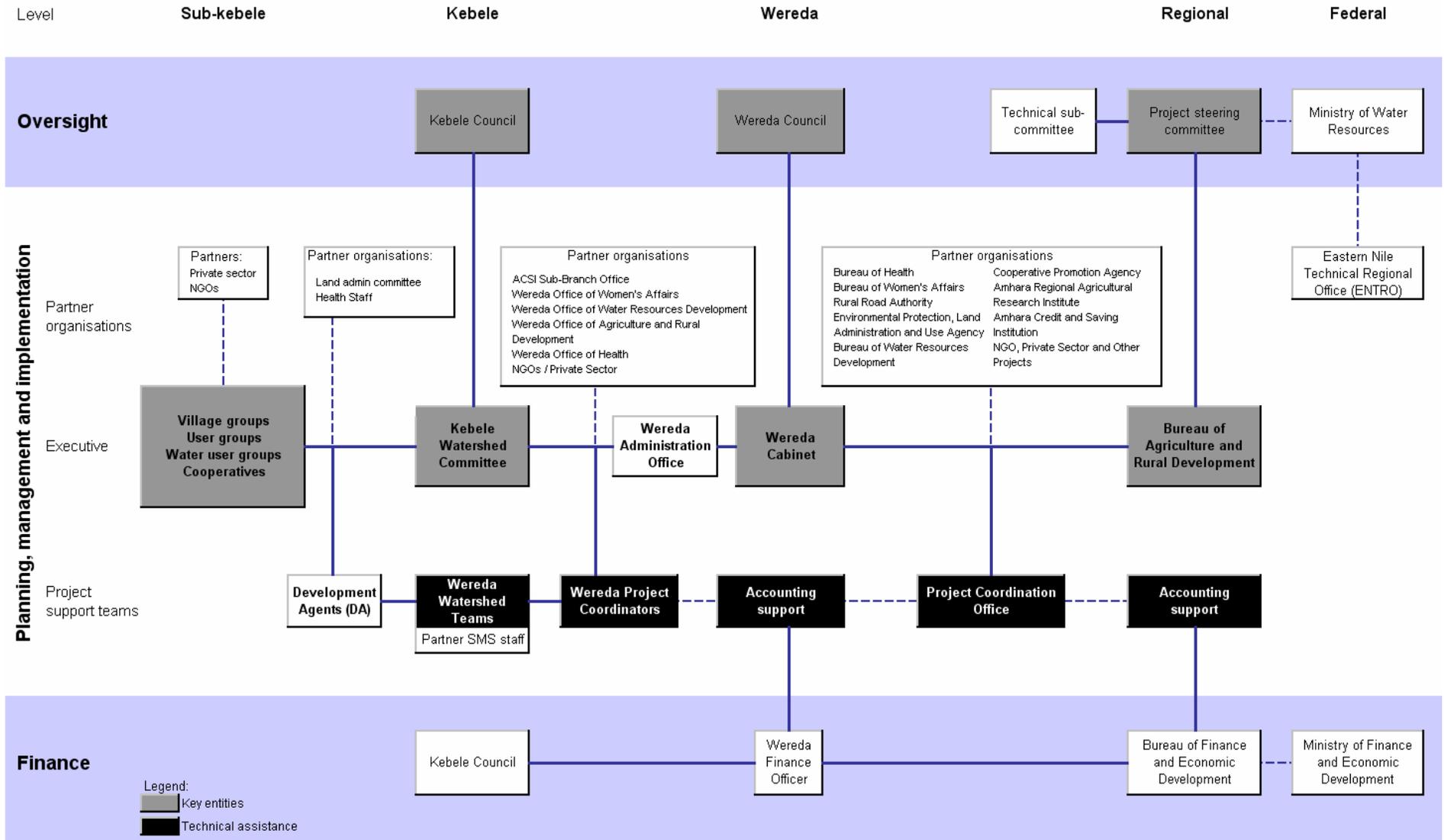
### **3.2 Proposed institutional framework for project implementation**

The ultimate success of the project nevertheless relies upon the communities' willingness to both participate in and sustain the outcomes of the project. The project therefore will be based upon a participatory process at kebele and sub-kebele (community) level facilitated by investment decisions made at wereda level. To ensure overall quality, to identify opportunities for subsequent replication and continuity and to provide a central point for the main investors, overall project management will be set at regional level. Oversight will be maintained at national level to provide an interface with the wider development community.

The proposed organogram is given overleaf followed by a summary of the roles and responsibilities and roles of the key organisations.

The framework embodies the principles of separation of oversight, implementation and accounting, as well as the necessary engagement of the different levels of the Federal Government in appropriate ways. At regional level the Bureau of Agriculture and Rural Development is the most appropriate organisation given the breadth of interventions under this project. At Federal level, the Ministry of Water Resources is the natural choice given the wider implications of the project in the context of the Nile Basin Initiative.

## Detailed institutional framework



## Principal roles and responsibilities

Level	Key institution	Summary role and responsibilities
Sub-kebele	Village groups (informal) <i>comprising social/interest groups</i>	Participation in CAP preparation ( <i>facilitated by District Agents</i> ) Participation in investment planning ( <i>facilitated by District Agents</i> ) User group formation ( <i>facilitated by District Agents</i> )
	User groups (informal)	Implement project programmes Management and maintenance of community assets improved under project
	Water management committee (informal?)	As above for water supply
	Water user associations (formal under Coop law)	As above for community irrigation
	Cooperatives	Input supply, processing and marketing
Kebele	Kebele Council	Review and recommendation of CAPs Review and recommendation of detailed project investment plans Management of project funds Mobilisation of mengistawi budin (work teams)
	Kebele Watershed Committee <i>supported by WWTS and Development Agents</i>	Preparation of CAPs Preparation of detailed investment proposals Coordination and reporting on project activities
Wereda	Wereda Council	Approval of Community action plans Monitoring and review of CAP implementation
	Wereda Cabinet <i>supported by Wereda administration office, technical offices and Wereda watershed coordination teams</i>	Review and recommendation of CAPs Prepare and recommend of project annual work plans (incl budgets) Approval of kebele investment proposals under project (within AWP) Technical support to kebele watershed committee and teams (incl. DAs) Coordination and reporting on project activities
	Wereda Finance Officer	Disbursement of project funds in accordance with agreed plans
Regional	Project steering committee <i>supported by project technical subcommittee</i>	Oversight and compliance with project agreement Approval of mandates and funding criteria Approval of project annual work plans and reports Coordination between Bureaux
	Bureau of Agriculture and Rural Development <i>supported by project coordination team</i>	Overall project coordination and reporting Establishment of planning, implementation and expenditure guidelines Technical guidance and quality assurance Compilation of overall workplans and budgets Approval of Wereda annual work plans (incl budgets) Monitoring, evaluation and assessment Addressing replicability issues
	Bureau of Finance and Economic Development	Allocation/disbursement of Government funds Disbursement of donor funds
Federal	Ministry of Water Resources	Coordination with other Ministries, ENTRO etc
	Ministry of Finance and Economic Development	Financial oversight Allocation/disbursement of Government funds

*a) Community level (sub-kebele)*

Communities exist across the project area loosely built on village communities, notwithstanding the fragmented nature of the settlements. There are typically 3-4 villages within each kebele, each generally within a discrete hydrological part of a micro-watershed. The community participates in various group activities according to circumstances, which may involve for instance sharing use of communal lands and property, membership of cooperatives and joint operation of water supplies and very small irrigation systems. Although mostly these groups are relatively informal, the closeness of the community forges relatively strong alliances. As in other parts of the world, the communities are generally represented by elders and/or those held in high esteem.

Notwithstanding the general informality of sub-kebele organisations, it is at this level that the project planning commences and that successful implementation and sustainability of outcomes depend upon. The project recognises that user groups are the fundamental institutional building block.

Their natural partners in development outside of the local government system are the NGOs working within the area and the private sector with whom they trade and purchase supplies from.

*b) Kebele level*

**Kebele Watershed Committee:** To ensure coordination and supervision between the different micro-watersheds located within the boundaries of the Kebele, a Kebele Watershed Committee (KWC) should be established at Kebele level as the main focal point for the project support.

To ensure that the KWC is established as an effective and representative institution with sufficient authority, the Based on the Guidelines for Community-Based Participatory Watershed Development, the roles and tasks of the KWC should be as follows:

- to ensure watershed planning is organised in each micro-watershed;
- to set priorities based on needs and watershed logic;
- to coordinate interventions that concern more than one micro-

**Proposed membership of KWC**

- Chairman of the Kebele Council, who is also the chairman of the KWC;
- Kebele Council member responsible for rural development/water;
- Kebele Manager;
- Religious head of Kebele;
- One male and one female representative from each micro-watershed;
- Representative of the youth;
- Chairman of Land Administration Committee;
- Chairman of Cooperative (if any);
- Chairman of Water Management Committee (if any);
- Chairman of Forest Protection Committee (if any);
- Chairman of Women's Association (if any);
- One community elder (Yehager Shimagile);
- Head/Principal of Primary School;
- Head of Health Post; and
- DA Coordinator.

watershed or two Kebeles;

- to allocate resources;
- to assist in quality control;
- to settle disputes and provision of support on specific issues, such as land certification;
- to assist in monitoring and evaluation (M&E), compilation of reports, organisation of training and field days as well as sharing of experiences within and between Kebeles; and
- to hold two-weekly or monthly meetings to review the progress made as well as to plan activities for next two weeks or month.

**Kebele Council:** The Kebele Council is the lowest administrative unit, which is established by the government with formal rules and regulations, duties and responsibilities. The Kebele Council is elected democratically by the community members and it usually has 10 executive and 7 judicial members with the following responsibilities: a) administrative management and judicial services; b) implementation of government policies and strategies; c) collection of taxes and registration of population; d) conflict resolution; and e) awareness creation. The Kebele Council takes all decisions related to political, social, economic and security issues.

Although it does not have any implementing capacity or a budget for executing development activities, the Kebele Council forms an important channel to inform and mobilise the population, whereby its members could be role models, i.e. by adopting the use of latrines. If the village elders are unable to resolve a local dispute, the case will be referred to Kebele Council. Reportedly, the Kebele Council also has the authority to allocate land for communal use. Furthermore, the Kebele Council is formally responsible for the management of communal land, including the communal grazing land and any community-managed forest.

As the formal government institution at the lowest administrative level responsible for the administration of the Kebele, it is crucial that the Kebele Council is fully involved in the planning, design and implementation of interventions in its area of jurisdiction. Therefore, the Kebele Council Chairman and the Kebele Council member responsible for NRM/rural development shall be members of the KWC. Where necessary, the Kebele Council could use its authority to inform and mobilise the population as well as to resolve problems encountered at any stage of the implementation of Project interventions. The newly appointed Kebele Managers could play an important supportive role, in particular for the KWC.

The final version of the Community Action Plans (CAPs) should only be submitted to the Wereda Council for review and approval after it has been formally recommended by the Kebele Council.

**KWC development partners**

- District Agents;
- Health extension staff;
- Land Administration Committee;
- Cooperative (if any);
- Forest Protection Committee (if any);
- Water Management Committee (if any); and
- Work groups (*Mengistawi Budin*).

**Kebele Implementation Partners:**

Implementation partners are organisation (at whatever level) that can take relevant actions to support achievement of the project aims. As such implementation partners are important participants in the project, though not necessarily directly involved in line management of the project.

The adjacent institutions and individuals would assist the KWC with their interactions with the communities and thus with the planning, preparation and execution of the Project interventions in the micro-watersheds:

c) *Wereda level*

**Wereda Implementation Agency and Partners:** To ensure that the Project is also implemented in an integrated manner at Wereda level, it is proposed that the Wereda Administration Office is the leading implementing agency. The Wereda Administration Office will closely cooperate with a number of institutions as shown here as development partners

**Wereda development partners**

- Wereda Office of Agriculture and Rural Development (ARD);
- Wereda Office of Water Resources Development (WRD);
- Wereda Office of Health;
- Wereda Office of Women’s Affairs;
- ACSI Sub-Branch Office(s);
- NGOs; and
- Private sector.

**Wereda Watershed Team:**

To support the Wereda Administration Office with the identification, planning, preparation, supervision, monitoring and evaluation of Project interventions at Kebele level, an inter-disciplinary WWT will be established. The WWT ideally should consist of members drawn from the partner organisations with skills in the following fields: (i) natural resource management and soil and water conservation, (ii) forestry and agro-forestry; (iii) crop production and protection, including horticulture; (iv) animal production and health; (v) cooperative development, including input supply

and marketing; (vi) water resources development (i.e. water harvesting, potable water supply, irrigation); (vii) land use planning; (viii) socio-economics; (viii) gender and home economics; (ix) health and sanitation; and (x) rural infrastructure (i.e. access road, storage).

In principle, the concerned Wereda Offices (i.e. Wereda Office ARD, Wereda Office WRD, Wereda Office of Health and Wereda Office of Women’s Affairs) should have these experts. However assessments made during and after the Interim Review Workshop (including information collected from the SWHISA Project and RWSEP as well as discussions with Wereda Office ARD staff), suggest that, given the workloads and levels

of motivation in the weredas at present, it is unrealistic to expect more than a part-time participation in the project.

**Recruited key WWT members**

- Project Coordinators
- Assistant Coordinators
- Soil and Water Specialist
- Agronomists
- Livestock Experts
- Water Harvesting and Irrigation Experts
- Socio economics and Gender Specialists
- Community Mobilisers

Nevertheless, the successful implementation of integrated watershed development activities at Kebele level requires that all key staff of the WWT are available on a full-time basis. Thus it is proposed that the Project should recruit key WWT staff either directly or through a NGO and/or private company

Favourable consideration may be given to contracting ORDA to provide these key WWT staff. In this way, the Project will have direct access to the services of a renowned institution with extensive knowledge and experience with regard to the implementation

of activities in almost all relevant fields, including crop and livestock production, horticulture, NRM, forestry and agro-forestry, irrigation and PWS, water harvesting and (non-farm) income generation. One WWT would be established in each of the three sub-watersheds.

**Wereda Project Coordinators and Assistant Coordinators:** To ensure that the Project has the institutional capacity to effectively coordinate and supervise the implementation of its interventions related to capacity building at Wereda and Kebele level as well as the investments in integrated watershed development activities at Kebele level, it is proposed that the Project through the PCO recruits a Coordinator at Wereda level.

The main functions and responsibilities of the Wereda Project Coordinator include facilitation and support of the WWT, monitoring the performance of the WWT and its individual members, liaising with the Wereda Administration and the implementing partners at Wereda level to ensure that Project activities are planned and implemented in an integrated manner, holding monthly meetings with the Wereda Administration, WWT and implementing partners to review the progress made and to plan activities for next month, monitoring the disbursement of Project funds for capacity building at Wereda and Kebele level as well as investments in integrated watershed development activities at Kebele level; and reporting monthly to the PCO on the progress made and activities planned for next month.

One Project Coordinator would oversee each WWT and be supported by one Assistant Coordinator based in each of the five Wereda offices.

**Wereda Finance Office:** The Wereda Finance Office will be responsible for the overall management of the Project funds that have been transferred by BoFED to the Project account at Wereda level, including budgeting and the preparation of cash flow estimates

and financial reports. He will also retain oversight (with project support) of financial transactions at kebele level.

*d) Regional Level*

**Regional Implementing Agency:** The National Regional State Bureau of Agriculture and Rural Development (BoARD) is most suited to and has the main responsibility for watershed management implementations and follow-up in Ethiopia. Therefore, the BoARD should be considered as the leading agency responsible for the implementation of the Project.

**Bureau of Finance and Economic Development:** The National Regional State Bureau of Finance and Economic Development (BoFED) will be responsible for the overall management of the Project funds that have been transferred by MoFED to the Project account at Regional level, including budgeting, preparation of cash flow estimates and fund request, financial reporting as well as maintenance of all Project accounts and records in accordance with requirements of the ANRS and the donor(s).

BoFED would also be responsible for the payment of taxes on all imported equipment.

**Governmental Implementation Partners:** To ensure that the proposed Project is implemented in an integrated manner focused on sustainable NRM and the improvement of the livelihoods of rural households in the three Project areas, a number of institutions and agencies (see box) need to be aware of and treated as partners in the implementation of the Project:

**Governmental Implementation Partners**

- **Bureau of Water Resources Development (BoWRD)** with regard to development of small-scale irrigation systems and PWS schemes;
- **Environmental Protection, Land Administration and Use Authority (EPLAUA)** with regard to land use planning and management;
- **CPA** with regard to the development of new and existing cooperatives, which provide services in the fields of agricultural input supply, promotion and distribution of new technologies, marketing, irrigation management as well as saving and credit;
- **Bureau of Women's Affairs (BoWA)** regarding the mainstreaming of gender issues in all planned Project interventions, identification and documentation of gender problems as well as raising gender awareness of Government staff and population through the provision of training;
- **Bureau of Health (BoH)** concerning hygiene and sanitation as well as malaria control and prevention;
- **ARARI** with regard to adaptive research in the fields of agriculture, livestock and NRM as well as provision of extension packages and training services; and
- **Rural Road Authority** with regard to the construction of new access roads.

*e) Federal Level*

The NBI is managed by the Nile Council of Ministers (NILE-COM), which brings together the Ministers responsible for water in the Nile Basin countries. Within Ethiopia, the responsible Ministry is the Federal Ministry of Water Resources (MoWR). A Watershed Management Coordination Office (WMCO) within the MoWR has been established, which

is assisted by a technical committee with members from different relevant federal institutions, including the MoWR, Ministry of Agriculture and Rural Development (MoARD) and Environmental Protection Authority (EPA). The MoWR through the WMCO will have regular contact with the Eastern Nile Technical Regional Office (ENTRO) in order to provide information about the progress with regard to the implementation of the Project.

The Federal Ministry of Finance and Economic Development (MoFED) will be responsible for overseeing the funds provided by the bi- and/or multi-lateral donor(s) for the implementation of the Project.

*f) Other important institutions and organisations*

**Financial Institutions:** The Commercial Bank of Ethiopia has branch offices in most but not all Weredas situated in the three Project areas. The most important financial institution in the rural areas with more than 180 sub-branch offices in all the Weredas across the Amhara State is the Amhara Credit and Saving Institution (ACSI). It was formally established in 1995 as a non-bank financial institution. The primary mission of ACSI is to improve the economic situation of low-income, productive poor people in the Amhara region through increased access to lending and saving services. ACSI has been very successful in providing small loans for income-generating activities to the rural population, whereby groups usually are formed to guarantee the repayment of loans obtained by individual group members. According to the Deputy Director of ACSI, loans with a maximum duration of 5 years could be provided and there is formally no maximum amount that could be obtained as a loan. The annual interest rate varies from 10% to 18% depending on the type of collateral. Government institutions, such as the Wereda Offices and Kebele Councils, cooperatives as well as (legally registered) associations and committees are entitled to open a saving account as well. ACSI would have the administrative capacity to manage a revolving fund to be used for the provision of short- and medium-term loans to individuals, groups and local institutions at Kebele level within the three Project areas.

**Non-Governmental Organisations:** One of the potential Non-Governmental Organisations (NGOs) with the capacity to provide training services and technical assistance is the Organisations for Rehabilitation and Development in Amhara (ORDA), which has gained relevant experience in the fields of crop production and protection, horticulture, livestock development, SWC, nursery development and management, seedling production and planting, rural water supply and sanitation, small-scale irrigation, promotion of new irrigation technologies (i.e. drip system), water harvesting, promotion of income-generating activities and energy-saving stoves, mainstreaming of gender as well as capacity building of government staff and other NGOs.

In addition to ORDA, a large number of international, national and regional/local NGOs implement activities in various fields, such as health, education, water supply and sanitation, food security and nutrition, agriculture, disaster management as well as water development, including Ethiopian Orthodox Church (EOC), Amhara Development Association (ADA), Green Horizon, GOAL, World Vision, CARE Ethiopia, Save the

Children, OXFAM, MSF, COOPI, German Agro Action (GAA), Food for the Hungry International (FHI), Catholic Relief Service (CRS), CONCERN, ActionAid and SOS Sahel.

The Food Security and Disaster Prevention Coordination Office is responsible for the coordination of NGOs that are operational in Amhara State.

**Government-Owned and Private Suppliers:** In the field of agricultural input supply, a number of enterprises are active in Amhara State, including the Ethiopian Seed Enterprise with a seed farm processing plant in Bahir Dar, the Agricultural Input Supply Corporation and Pioneer Hi-Bred Seeds Ethiopia Plc. There are also companies, such as AIMO Engineering and ACME Engineering and Trading Plc., which are manufacturers and suppliers of various types of equipment, including agricultural implements, potable water supply equipment, (pedal) pumps, drip and sprinkler systems, green houses and beehives.

**Contractors:** The construction of rural roads, irrigation systems and PWS schemes is normally undertaken by (private) contractors, who are contracted by the Rural Road Authority, BoWRD or development projects.

**Cooperative societies:** Cooperative societies are established with the support of the Cooperative Promotion section within the Wereda Office ARD. Membership is voluntary and any community member is eligible to become member by paying a registration fee and purchasing at least one share. The major objectives of a cooperative are the provision of agricultural inputs and farm equipment, marketing of agricultural produce, operation of flour mill, sale of consumer goods and credit supply. A cooperative is a profit-oriented enterprise and any profit will be distributed among the shareholders in accordance with their number of shares.

A substantial number of cooperatives have been established in the Wereda located within the three Project areas. These cooperatives provide different services to its members and non-members. One of the main services provided by cooperatives is the supply of seeds and fertilisers on credit to its members. Other services provided by the cooperatives include: a) supply of new technologies, such as pedal pump, drip irrigation systems and improved beehives, on credit; b) saving and credit; c) marketing of cereals; d) processing and marketing of milk; and e) O&M of (modern) irrigation systems. The number of cooperatives and their main services in six Weredas are presented in the table overleaf.

#### *g) Relevant projects and programmes*

A significant number of internationally-funded development projects and programmes are or will be implemented in the Amhara National Regional State (ANRS). The Project should use as much as possible the training curricula and materials, extension packages as well as technologies that have been developed by these development projects and programmes. The most relevant development projects and programmes are listed in the Appendices.

During the first year of Project implementation, the proposed Project Coordination Office (assisting BoARD) should contact all relevant development projects/programmes and donor agencies in order to make an inventory of the availability of: (i) training curricula and materials; (ii) capacity to provide training services and/or technical assistance; (iii) extension packages; and (iv) technologies (improved and adapted).

It may not be necessary for the Project to develop its own training curricula and materials, extension packages and (improved and adapted) technologies as they would have been developed by any of the aforementioned projects and programmes. It is only a question of collecting all available training curricula and materials, extension packages as well as information of new/improved technologies. The PCO in collaboration with the PMC should undertake a review of all collected training curricula and materials, extension packages as well as information of new/improved technologies in order to assess if any adjustments and/or modifications are required before they are used in the field.

Based on available information, there appear to be opportunities to cooperate closely with a number of projects in particular (see box) with regard to the provision of training services on NRM as well as to execute potable water supply schemes and the institutional strengthening of DA Offices and FTCs.

If appropriate and needed, a Memorandum of Understanding (MoU) or Contractual Agreement should be signed between both parties, in which all modalities for cooperation are clearly specified.

#### **Potential partner projects**

- World Bank-funded Rural Water Supply and Sanitation Project (RWSSP);
- Government of Finland-funded Rural Water Supply and Environmental Programme (RWSEP) – Amhara Region (Phase 4);
- CARE-funded water supply and sanitation programme in Farta and Estie Weredas, including the provision of training for local contractors;
- Sustainable Use of Natural Resources for Improved Food Security in Amhara (SUN) Project; and
- World Bank and CIDA-funded Rural Capacity Building Project (RCBP).

### **3.3 Overall project management and coordination arrangements**

The overall responsibilities for different organisations within the project are summarised overleaf. Given below is an elaboration of the arrangements proposed for the project.

#### *3.3.1 Kebele level*

Prior to the execution of the Project activities in the Kebele, the KWC will be established to ensure the effective management and coordination of the Project interventions at Kebele level. All major stakeholders at Kebele level will be represented in the KWC, including the Kebele Council as well as male and female representatives from all micro-watersheds located within the Kebele. One of the main functions of the KWC is to ensure the coordination between all micro-watersheds for specific activities of common interest and benefit.

During its two-weekly/monthly meetings, the KWC will review and discuss the progress with regard to the planning, preparation and implementation of the envisaged Project interventions based on the CAP as approved by the KWC, Kebele Council and Wereda Council. The DAs and the WWT support the KWC during all the stages of the planning, preparation and implementation of the envisaged Project interventions, including the development of the Participatory Land Use Plans (PLUPs) and CAPs.

Reportedly, the Wereda Administration Offices have employed Kebele Managers, who have the responsibility to assist the Kebele Councils with their overall management. The Consultant expects that these Kebele Managers could play an important supportive role in the coordination and supervision of the Project interventions on behalf of the Kebele Council, including the provision of secretarial support. Therefore, it is suggested that the Kebele Manager becomes a member of the KWC as well.

### 3.3.2 *Wereda level*

**Wereda Administration Office and Wereda Cabinet:** The WWT will work directly under the Wereda Administration Office, which supports the Wereda Administrator and the Deputy Wereda Administrator with their daily tasks and functions. The Wereda Administrator and the Heads of all Wereda Offices constitute the Wereda Cabinet, which has daily to weekly meetings. The main functions of the Wereda Cabinet include the review and approval of annual works plans submitted by each Wereda Office, allocation of budgets among the Wereda Offices based on approved annual work plans, monitoring of economic and social development activities as well as conflict resolution. The Wereda Cabinet is accountable to the Zone Administration. With regard to Project-related issues, the Wereda Cabinet would have the following shown in the adjacent box.

#### **Responsibilities of Wereda Cabinet**

- to review draft CAPs for comments;
- to review and approve detailed proposals with budgets for Project interventions in accordance with approved CAPs;
- to authorise (through the Wereda Administration Office) the WFO to release funds from the Project Account for specific Project interventions following the approval of their detailed proposals and budgets;
- to review the (monthly) progress reports as prepared by the Wereda Project Coordinator and WWT; and
- to provide administrative and technical support to the Wereda Project Coordinator and WWT.

**Wereda Council:** The Wereda Administrator and Deputy Wereda Administrator are elected for a period of 5 years by the Wereda Council, which comprises two to three elected representatives from each Kebele. The Wereda Council has quarterly meetings in order to review the performances of all Wereda Offices based on progress reports submitted by the Heads of each Wereda Office. The Wereda Council also approves the allocation of budgets to each Wereda Office based on a review and approval of their annual work plans.

### **Responsibilities of the Wereda Council**

- to review and adopt the annual work plan and corresponding budget as prepared by the Wereda Project Coordinator;
- to monitor the implementation of the Project according to the adopted annual work plan;
- to review and approve the CAPs;
- to review and approve the annual report and financial statements;
- to put forward suitable solutions to facilitate Project implementation;
- to provide administrative support;
- to allocate through the Wereda Administration Office adequate human and financial resources for the implementation of the Project interventions in accordance with the approved annual work plan and budget; and
- to coordinate and supervise the implementation of the partnerships between the Project and the relevant agencies.

During its quarterly meetings, the Wereda Council would also have the opportunity to monitor, supervise and review the progress of the implementation of the Project interventions in the different Kebeles based on reports submitted by the Wereda Project Coordinator/WWT to the Wereda Administration Office. The Wereda Project Coordinator and the WWT Leader should

be invited to the quarterly meetings of the Wereda Council when Project-related issues would be discussed. The Wereda Council would more or less function as a Project Steering Committee at Wereda level.

### **3.3.3 Regional level**

To ensure that the Project is implemented in an effective and efficient manner, the following institutional arrangements for project management and coordination at Regional level are proposed:

- Project Steering Committee (PSC);
- Project Technical Committee (PTC); and
- Project Coordination Office (PCO).

The composition, mandate and main functions of the PSC, PTC and PCO are briefly described below.

#### **a) Project Steering Committee**

The overall mandate of the PSC is to provide overall guidance, supervision and policy support as well as to facilitate coordination and cooperation between the different agencies. The PSC should have two regular meetings per year in Bahir Dar, including one meeting at the end/beginning of the financial year. The main functions of the PSC are:

- to review and adopt the annual work plans of the Project;
- to review and approve the annual budget of the Project;
- to monitor the implementation of the Project according to the adopted annual work plans;
- to review and approve the annual report and financial statements;
- to approve the procurement of equipment and vehicles beyond set limits;
- to put forward suitable solutions to facilitate Project implementation;
- to provide policy support and advice as required for the Project; and
- to coordinate and supervise the implementation of the partnerships between the Project and the relevant agencies.

<b>Proposed membership of Project Steering Committee</b>			
• Head of BoARD	Chairman	• <b>Head of Rural Road Authority</b>	<b>Member</b>
• Head of BoFED	Member	• Head of the Food Security and Disaster Prevention Office	Member
• Head of BoWRD	Member	• Director General of ARARI	Member
• Head of EPLAUA	Member	• (National) Team Leader of PCO	Secretary
• Head of CPA	Member	• <i>Representative from ENTRO</i>	<i>Observer</i>
• Head of BoH	Member	• <i>Representative from MoWR</i>	<i>Observer</i>
• Head of BoWA	Member	• <i>Representative of Bi- and/or Multilateral Donor(s)</i>	<i>Observer</i>

*b) Project Technical Committee*

The main responsibility of the PTC is to support the Project with regard to technical issues and its main functions would include:

- to review annual work plan and budget;
- to review the (quarterly) progress reports and annual report;
- to review technical reports prepared by the PCO;
- to provide technical support and advice as required; and
- to review and approve the employment of the key WWT staff, including any replacements.

The PTC would consist of the focal (technical) persons from BoARD as the implementing agency and the implementing partners, including BoWRD, EPLAUA, CPA, ARARI, BoH, BoWA and Rural Road Authority. The (national) Team Leader of the PCO would be the Chairman of the PTC, which should have monthly meetings.

c) *Project Coordination Office*

The PCO will be responsible for the day-to-day planning, management and implementation of the Project at Regional level. The PCO will operate directly under the BoARD as the implementing agency and report quarterly to the BoARD, BoFED and PMC on the progress of Project implementation in physical and financial terms. Once a year, the PCO directly reports to the PSC through the submission of the annual report for the completed financial year and the annual work plan with corresponding budget for the new financial year.

The PCO will be headed by a national project coordinator externally recruited through an open process. The project coordinator will be supported by a full time international deputy coordinator over the first 18 months, a full time national M&E expert and livelihoods and SWC technical specialists for the first year whilst technical and contractual protocols are established. Further provision is made for 126p-m of national short-term specialist staff and 48p-m of international and for office establishment and transport.

**The main functions of the PCO**

- to assemble the overall annual work plan and budget;
- to prepare the annual report and financial statements;
- to plan, coordinate and supervise the interventions aimed at strengthening the institutional and technical capacity of the WWTs, Wereda Offices ARD, Wereda Offices WRD as well as the DAs and FTCs, including the procurement of vehicles, equipment and other items;
- to provide technical advice and support to the WWTs during the planning, preparation and implementation of Project activities at Kebele level;
- to supervise and monitor the performances of the WWTs with regard to the development and implementation of Project interventions;
- to identify and contract appropriate institutions for the provision of training services and/or technical assistance;
- to select and recruit the Wereda Coordinators and any key WWT staff as required;
- to prepare (quarterly) progress reports based on the systematic collection of monitoring data related to the planning, preparation and implementation of integrated watershed development activities at Kebele level.

### 3.4 Responsibilities of implementing agencies

#### 3.4.1 *Sub-kebele level*

a) *User groups*

User groups, formal or informal, will be established to work with the project teams in the implementation of the project and in operating and maintaining the individual and shared assets improved or created under the project. The responsibilities of the users groups (and as appropriate the communities as a whole) will be:

- To participate in the preparation of land use plans and community action plans

- To participate in, on a voluntary or (part-)paid basis, in the investment programmes under the project
- To take over the maintenance of the assets created under the project and sustain these to the benefit of themselves and for their community as a whole
- To cooperate with monitoring and evaluation of the project activities and outcomes

*b) Water Management Committee*

The WMC is usually formed by the Cooperative Promotion section of the Wereda Office ARD with the objective to operate and maintain one or more PWS schemes. This committee usually has 5 to 7 male and female members, who are directly elected by the users. To ensure the proper operation and maintenance (O&M) of the PWS scheme, the WMC has the responsibility to collect (monthly) user fees among all water users, supervise the proper O&M of the scheme, awareness creation and mobilisation of community resources.

The existing WMCs, which are usually formed with support of the FINNIDA-funded RWSEP, could be used by the DAs and health extension staff as an important channel for disseminating information about issues related to hygiene and sanitation, malaria control and prevention, and fuel-saving stoves among many households, in particular women. The WMCs itself could also be used as a platform for consultation and discussion by the DAs and health extension staff.

*c) Private Sector and Non-Governmental Organisations*

In addition to the cooperative and Government agencies, the private sector is also an important channel for the supply of services to the community members within the three Project areas, in particular in the fields of supplying agricultural and veterinary inputs and marketing of agricultural produce. The private suppliers are often an important source for advice on the use of agricultural and veterinary inputs as well.

International, national, regional and local NGOs also support local communities through the provision of training, advice and technical support as well as funds for (small-scale) investments in various fields, including water, agriculture, livestock, health and education.

The private sector and/or NGOs could be important partners of the local communities at Kebele level with regard to the execution of interventions aimed at improving their livelihoods. In addition to the interventions carried out with funds provided by the Project, local communities should establish linkages with private service suppliers and/or NGOs for the implementation of activities as specified in their CAPs. The DAs and the Kebele Council should support the local communities with establishing these linkages.

d) *Cooperatives*

The cooperative should be considered an important channel for the distribution of improved seeds and new technologies (on credit) as well as the dissemination of information among many (farming) households in each Kebele. In addition to ACSI, the (saving and credit) cooperatives may also form an important channel for the provision of short- and medium-term loans to households in the micro-watersheds required for the development of (irrigated) horticulture (i.e. pedal/motor pumps, drip system, fruit seedlings), livestock and off-farm income-generating activities (i.e. handicrafts, petty trade, transport). The DAs may also use the cooperative(s) as a platform to discuss issues related to agriculture, livestock and NRM.

3.4.2 *Kebele level*

a) *Kebele Council*

As the formal government institution at the lowest administrative level with the overall responsibility for the administration of the Kebele, the Kebele Council has to be one of the main stakeholders in the implementation of integrated watershed development interventions.

The main responsibilities of the Kebele Council are summarised in the adjacent box.

<b>Responsibilities of the Kebele Council</b>	
<ul style="list-style-type: none"> <li>• to support the establishment of the KWC in collaboration with the DAs and WWT;</li> <li>• to participate fully in the meetings of the KWC, which should be chaired by the Kebele Council Chairman;</li> <li>• to facilitate and support the effective functioning of the KWC during all stages of the Project interventions;</li> <li>• to review and approve the final version of the CAPs;</li> <li>• to ensure that the CAPs are submitted to the Wereda Council for review and approval;</li> <li>• to mediate and resolve any conflicts that may occur between individual households and/or social groups during the planning and implementation of Project interventions;</li> <li>• to monitor and supervise the implementation of the planned Project interventions in accordance with the approved CAPs;</li> <li>• to assist the KWC with the identification and establishment of contact with Wereda Offices and other agencies (i.e. NGOs) for the implementation of planned interventions of the CAP that could not be executed under the Project; and</li> <li>• to participate in the review and the formulation of any adjustments to the PLUPs and CAPs once every two to five years together with the KWC and DAs.</li> </ul>	

b) *Development Agents*

The DAs are the main implementers of the development activities related to NRM, agriculture and livestock at Kebele level. As they are living in the Kebele, they have a very good understanding of the local conditions, problems and other issues. The DAs usually have established a good relationship with the large majority of farmers through the

provision of (formal) training (in the FTC) and advice in their fields during the cropping season.

Within the context of the proposed Project, the main responsibility of the DAs is to support and facilitate the micro-watershed communities with the planning, preparation and implementation of the integrated watershed development interventions aimed at improving their livelihoods and to manage their natural resources in a sustainable manner. With the technical support of the WWT, the DAs have the following functions and tasks:

- to support the formation and training of the KWC;
- to undertake the socio- and agro-economic baseline surveys and environmental assessment within each micro-watershed as well as to analyse the collected data and information;
- to assist the KWC with the problem identification, analyses and ranking exercises;
- to support and facilitate the participatory land use planning exercise;
- to assist the KWC with the preparation of the PLUPs and CAPs;
- to assist the KWC, Users' Groups and individual community members with the preparation of detailed work plans and budgets for the execution of the planned Project activities, including the envisaged contributions;
- to monitor and supervise the execution of Project interventions;
- to plan, prepare and conduct training courses for farmers and other community members;
- to provide technical advice to farmers and other community members on topics related to NRM, agriculture and livestock;
- to participate in the (monthly) meetings of the KWC; and
- to report (monthly) to the WWT and the Supervisor about the progress made with regard to the planning and implementation of Project interventions as well as the provision of training.

*c) Health Extension Staff*

Each Kebele has one or more health extension workers, who have received training for about 1 year. The main activities of the Health Extension Worker include: a) house-to-house visits to advise male and female household members on benefits of pit latrines, child care, promotion of fuel-efficient stoves that are self-made of local materials, improved living conditions and hygiene (i.e. boiling of water); b) immunisation; c) advice on family planning and distribution of contraceptives; d) advice on ante- and post-natal care; e) advice on conducting HIV/AIDS tests and prevention; and f) provide assistance during deliveries.

It is envisaged that the available health staff will also have an important role in the implementation of Project activities related to PWS, sanitation, hygiene and health issues, including malaria control and prevention. As health staff usually has regular contact with the female population in the Kebeles, they would have a good understanding of the women-specific issues, problems and needs. This knowledge would be very useful for the planning and design of women-specific interventions aimed at improving the livelihoods of rural women, especially female-headed households and women belonging to landless households. In the context of the proposed Project, the Health Extension Workers could facilitate the raising of awareness and the dissemination of information about issues related to safe water, sanitation and hygiene, malaria control and promotion of fuel-saving stoves, in particular among the female population.

*d) Land Administration Committee*

The Land Administration Committee has been organised in each Kebele to administer, register and certify land use rights. It is a formal institution supported by government rules and regulations. It has the mandate to control land use, environmental conservation, resolution of land-related conflicts, register and certify land use rights as well as relocation and redistribution of land. The members of the Land Administration Committee are 'directly' elected by the community members. Within the context of the Project, the Land Administration Committee could be used as a platform for participatory land use planning, including the preparation of PLUPs for all micro-watersheds located within the Kebele.

*e) Other Local Institutions*

In addition to the aforementioned local institutions, the following committees may also be involved in one or more Project interventions aimed at sustainable NRM:

- **Forest Protection Committee** usually has 7 members, including the Chairman of the Kebele Council as head of the committee and the DA responsible for NRM as secretary. Although the committee is responsible for the protection and conservation of the community and state forest located within the boundaries of the Kebele, its functioning is not supported by government rules and regulations required to enforce its mandate. Within the context of integrated watershed development, these committees could play a key role in environmental protection and conservation at Kebele level.
- **Mengistawi Budin** (Sub-Kebele work teams) exists to perform communal activities at Kebele level, including SWC, reforestation and construction of community infrastructure, such as schools and health posts. The village leader is the administrator of one Sub-Kebele work team, which is sub-divided into two or more groups of 500 to 100 persons. Each group member is obliged to contribute labour and materials for community infrastructure as required. Sanctions and penalties will be imposed if a group member defaults. Although participation is compulsory, the Mengistawi Budin system could be used for the construction of community infrastructure (i.e. potable

water supply scheme, access road) as it has the capacity to mobilise labour and materials.

- In Sekele Wereda, for instance, **Environmental Protection Committees** have been formed at the level of each school, whereby the students are the members and a teacher is the head. One of the main activities of these committees is the production of seedlings at the school nursery, which are planted around the school. These committees could be used by the DAs and WWT for raising the awareness among students about the importance of sustainable management of natural resources, including demonstrations on prevention of land degradation and treatment of degraded land. Dissemination of information about other issues related to agriculture, livestock and health (i.e. HIV/AIDS prevention) should also be considered.

### 3.4.3 *Wereda level*

At Wereda level, the Wereda Administration Office will be the implementing agency responsible for the overall implementation of the Project within boundaries of its Wereda. As the Wereda Administration Office does not have the technical and institutional capacity to manage the execution of the different Project components, the proposed Wereda Project Coordinator together with the WWT will be responsible for the day-to-day planning, coordination and supervision of the implementation of all envisaged Project activities within the Wereda.

It is envisaged that different Wereda Offices will be involved in the implementation of the Project within their respective Weredas. The main responsibilities of these Wereda Offices as implementation partners through their SMS are as follows:

- to provide technical support and advice to the WWT;
- to accompany the WWT during their regular visits to the Kebeles and micro-watersheds in order to assist in the participatory planning and preparation of the Project interventions as well as to monitor the execution of physical interventions;
- to provide training to the DAs and local institutions at Kebele level (i.e. cooperative, WMC);
- to support the preparation of the PLUPs and CAPs for the micro-watersheds;
- to review the draft CAPs in order to assess the (technical) feasibility of the proposed interventions; and
- to assist with the execution of the impact assessments and evaluation of ongoing and completed Project interventions.

The Wereda Office of Agriculture and Rural Development usually has the capacity to provide technical advice and support as well as training on most if not all of the following issues: a) crop production and protection; b) horticulture; c) animal production and health, including apiculture; d) SWC, including water harvesting; e) forestry and agro-forestry,

including nursery management; f) cooperative development; g) land use planning and mapping; h) construction of rural infrastructure; i) input supply and marketing, including introduction and distribution of improved technologies (i.e. beehives and drip systems); and j) home economics, including sanitation and fuel-saving stoves.

The Wereda Office of Water Resources Development will be able to provide the WWT with technical support and advice on the following topics: a) construction of PWS systems; b) formation and training of WMCs; c) water purification and quality control; d) sanitation, including the promotion of pit latrines; and e) small-scale irrigation development.

Within the context of the Project focused on integrated watershed development, the Wereda Office of Health could support the WWT in the following fields: a) improved (water-related) hygiene and sanitation, including the promotion of pit latrines; and b) malaria prevention and control.

The role of the Wereda Office of Women's Affairs would be mainly focused on the provision of technical support, advice and training in the following subjects: a) promotion of gender equity in

### **Main functions of WWT**

*according to the Guideline for Community-Based Participatory Watershed Development , MoARD in 2005*

- to participate in the selection and prioritisation of micro-watersheds in the Wereda;
- to identify major interactions between micro-watersheds in order to ensure coordination between two or more micro-watersheds during planning, implementation, monitoring and evaluation for those areas that form logical continuums or micro-watershed clusters;
- to organise orientation and training of DAs in watershed planning and implementation issues, including follow-up and on-the-job training, preparation of information kits and teaching aids;
- to assist the DAs during the preparation of the PLUPs and CAPs;
- to collect and review the PLUPs and CAPs as well as to prepare aggregated watershed plans at Wereda level to be used for upgrading of Wereda strategic plans;
- to assist in the coordination between different PLUPs and CAPs, in particular for interventions that need to be carried out jointly by two or micro-watersheds;
- to facilitate the review and approval of the CAPs by the Wereda Cabinet and Wereda Council;
- to assist the KWCs with the preparation of detailed work plans and budgets for the planned Project interventions in accordance with the approved CAPs, including the expected community contributions;
- to provide technical support and training to DAs and community members, including the promotion of field days and experience-sharing;
- to assist in mobilising resources among the community, government and other sources for the implementation of the CAPs;
- to coordinate additional technical support from Wereda, Zone or Region as required;
- to prepare proposals for linkages/synergies with other institutions, such as health and education;
- to ensure timely-based monitoring by using participatory approaches and an annual review of the PLUPs and CAPs by the DAs and the communities;
- to assist in the proper documentation, dissemination and networking of micro-watershed development activities in the Wereda;
- to facilitate the organisation and execution of exchange visits and networking meetings between different micro-watersheds/Kebeles; and
- to hold two-weekly/monthly meetings to review the progress made and to plan activities for the next two weeks.

the planning and preparation of Project interventions; b) training of women in various topics, including handicraft skills and family planning; and c) formation and strengthening of women's associations/groups.

#### 3.4.4 Regional level

As the leading implementing agency at Regional level, the main responsibility of BoARD is the overall implementation of the Project. With the support of the PCO, BoARD will have the following functions and tasks:

- to prepare annual work plans and budgets;
- to manage the procurement of high value items, such as vehicles;
- to coordinate and supervise the execution of the different Project components in accordance with the approved work plans;
- to select and contract appropriate external service (training) providers, including (private) companies for the construction of the WWT Offices, if required;
- to ensure the provision of adequate and timely training to all stakeholders, including SMS and DAs;
- to ensure that systems are in place for timely release of funds at Wereda and Kebele level;
- to monitor all ongoing physical and financial progress through MIS;
- to ensure the implementation of (annual) impact assessments and evaluation of all ongoing and completed physical interventions as well as capacity building activities, including the execution of baseline surveys in (sample) Kebeles/micro-watersheds prior to the execution of Project interventions;
- to prepare the (quarterly) progress reports and annual report with the necessary financial statements;
- to ensure that all progress and technical reports are timely disseminated among all stakeholders; and
- to ensure the planning and execution of the (semi-)annual meetings of the PSC and the (monthly) meetings of the PTC.

To facilitate the day-to-day management of the Project within BoARD, it would be required to have a Project Director, who would cooperate closely with the Team Leader and Deputy Team Leader of the PCO and the Accountant within BoFED. It is envisaged that the Project Director, PCO Team Leader and the BoFED Project Accountant would have (two-)weekly meetings in order to take all necessary decisions required for the implementation of the Project in accordance with the approved annual work plan and budget.

## 4 Capacity building and training plan

### 4.1 Overview

Institutional strengthening is required at all levels (other than Federal) to support implementation and sustain the project outcomes. This follows the assessments of current capacity and reflects both the need to embrace an integrated development approach in a participatory manner and the lack of facilities at local levels.

The measures taken to build institutional capacity are focussed on the roles each organisation has to take on during and after project implementation. The principal elements of the capacity building are outlined below.

#### 4.1.1 *Wereda and Kebele levels*

Being at the forefront of the implementation process, the effectiveness of the project's interface with the communities and user groups is of paramount importance. The government agencies lack facilities and capacity to manage this interface. The project therefore will provide additional office space, furniture and equipment, transport (one car and 4 motorcycles per wereda) and temporary accommodation in the project area to facilitate a project presence close to the communities.

The effectiveness of the interface with the communities depends upon the capacity of Development Agents (DA) supported by SMS from relevant partner organisations at Wereda level. There will be a massive upswing in their workload during the project. This will not persist at the same level after the project. The project will therefore provide additional resources in each wereda comprising a Wereda Watershed Team (WWT), made up of up to five technical specialists (front loaded in terms of inputs) and three full time community mobilisers. These will operate in support of the DAs principally at kebele level and be managed by six Wereda Project Coordinators, also provided under the project. These are expected to be primarily recruited from a local NGO.

Training will be provided to kebele staff, SMS and DAs in topics including community mobilisation techniques, technical subjects etc. A substantial provision has been made also for user group training as a follow up to the various interventions planned.

#### 4.1.2 *Regional level*

The Bureau of Agriculture and Rural Development will be supported by a small Project Coordination Office to assist the Bureau in managing the project. The PCO will be headed by a national project coordinator externally recruited through an open process. The project coordinator will be supported by a full time international deputy coordinator over the first 18 months, a full time national M&E expert and livelihoods and SWC technical specialists for the first year whilst technical and contractual protocols are established. Further provision is made for 126p-m of national short-term specialist staff and 48 p-m of international, and for office establishment and transport.

**Technical assistance support for Project Coordination Office**

Staff	No. of staff	Months per staff	Total p-m
<b>Long-term national staff</b>			
Project coordinator	1	60	60
M&E expert	1	60	60
Livelihoods specialist	1	12	12
SWC specialist	1	12	12
Senior administrator	1	60	60
Administrative support staff	2	60	120
<b>Short-term national staff</b>			
M&E specialist	1	18	18
Training specialist	1	12	12
GIS and database applications	1	24	24
Financial specialist / auditor	1	12	12
Micro-credit specialist	1	12	12
Subject matter specialists	4	12	48
<b>Long-term international staff</b>			
Deputy project coordinator	1	18	18
<b>Short-term international staff</b>			
M&E specialist	1	12	12
Training specialist	1	6	6
Contracts/procurement specialist	1	6	6
Micro-credit specialist	1	6	6
Subject matter specialists	3	6	18
<b>Totals</b>	<b>24</b>		<b>516</b>
<b>Summary</b>			
Long-term national staff	7		324
Short-term national staff	9		126
Long-term international staff	1		18
Short-term international staff	7		48
<b>Grand Total</b>			<b>516</b>

#### 4.1.3 Accounting support

In common with other projects, accounting support will be provided on a full time basis in the Bureau of Finance and Economic Development and in each Wereda (one accountant per office).

## 4.2 Technical assistance

#### 4.2.1 Project coordination office

The Project Coordination Office will be headed by an experienced national expert recruited through an process open to all nationals. S/he will act as Project Coordinator and take overall responsibility for the support services provided by the PCO to BoARD. The Project Coordinator will be supported by a team of consultants recruited through international tender. The estimated staffing requirements of the PCO are given in the adjacent box.

#### 4.2.2 Wereda Level

Three Wereda Watershed Teams will be established, one for each sub-watershed. Each team would be led by a Wereda Project Coordinator, assisted by an Assistant Coordinator located in each of the offices of the five wereda that are present in the project area. Each team would comprise a range of technical experts and community mobilisers. The latter would be responsible for the community development work in typically 2-3 kebele each.

#### Technical assistance support at Wereda level

Staff	No. of staff	Months per staff	Total p-m
Wereda Project Coordinator	3	60	180
Wereda Assistant Coordinator	5	60	300
<b>Key WWT staff</b>			
Soil and Water Specialist	6	60	360
Agronomist	3	60	180
Livestock Expert	3	24	72
Water Harvesting and Irrigation Expert	3	24	72
Socio economics and Gender Specialist	3	24	72
Community Mobilisers	18	60	1,080
<b>Grand Total</b>			<b>2,316</b>

The estimated staffing requirements are given here. It is suggested that the WWT are recruited through a NGO, and that preferably this should be ORDA, who have substantial capacity and the benefit of experience of working widely within the project area.

#### 4.2.3 Accounting support

In view of the large number of transactions expected over 41 different accounting centres, it is considered appropriate for the project to provide additional accounting to support. This will be in the form of accountants recruited from the private sector or arranged through secondment from other Government agencies.

##### Accounting support

Item	Number	Months per staff	Total p-m
Accounting support to BoEFD	1	60	60
Accounting support to Wereda	10	60	600
<b>Total</b>			<b>660</b>

The PCO should vet all applicants for the positions to ensure that they are sufficiently experienced of taking on the task,

including the ability to process information with computers and prepare appropriate reports. One accountant will be attached to BoFED and two to each wereda. The wereda team will also work with the kebele teams to ensure proper records and accounting practices are maintained at both kebele and wereda levels.

### 4.3 Training

A detailed training needs assessment will be conducted at the outset of the project by the Training specialists in the Project Coordination Office. Provision has been made at this stage for the following training to be delivered.

#### 4.3.1 Training of district agents and kebele staff including kebele watershed committees

Training for district agents and kebele staff is expected to focus in three areas. Firstly they need to be briefed on their role in the project, their responsibilities and the procedures that they will be expected to follow. Secondly, district agents and kebele staff will need to understand the choices that the different interventions offer to the communities, their merits and the implications they have for the commitments communities will need to make during implementation and thereafter to sustain the outcomes. Thirdly, they should be introduced to the techniques of community mobilisation and how the community action planning should work.

#### 4.3.2 *Kebele councils*

Training for the kebele council should cover similar topics as above, but at a more general level. The main focus should be on the project process and procedures and ensuring the councils understand their specific roles and responsibilities

#### 4.3.3 *Cooperatives*

Cooperatives are an important institution within the project area and are able to enhance the availability and quality of input supplies and of marketing opportunities for community produce. Whilst acknowledging that there are opportunities for the private sector to directly promote their services to the communities, nevertheless the existing cooperatives have an important role to play. Thus the focus of training for cooperatives is to help them deliver a better service to their members through greater awareness of community needs in terms of the right mix of quality supplies, the opportunities to diversify products they support and for collective marketing in a manner to increase product value.

#### 4.3.4 *Subject matter specialist staff (SMS)*

The role of SMS staff drawn from the various agencies at wereda level is extremely important in introducing improved technologies and techniques to the communities. However, firstly they need to understand what the project's aims and objectives are and to appreciate the importance of their own contributions to these aims. Secondly, they need to be introduced to the specific measures that are likely to be taken up by the communities under the CAP process and be able to discuss these with the communities in a meaningful manner that will convince the communities that these are worthwhile activities to engage in and to sustain thereafter. Thus SMS will need to know not only about the technical aspects of their subjects, but also how to communicate the value of these in terms the community members will understand.

#### 4.3.5 *Training of local contractors*

Local contractors will be employed where the scope of works exceed the community's capacity to implement an intervention and/or where it is expedient to have contractors manage a construction programme. The focus of training for local contractors will be on construction techniques, improvements in planning and implementation efficiency, quality control and understanding the terms of contract offered to them.

#### 4.3.6 *Training of user groups*

User group training has been given a substantial provision in recognition that it these groups who primarily will sustain the outcomes of the project. The nature of training will clearly reflect the activity which the user group will be involved in, but will generically cover the following.

- **Organisation:** Most user groups will be informal and do not require legal recognition. However, where it is considered beneficial for the group to have legal status, then the group needs to know how to achieve this. Whether formal or informal, nevertheless there is always a need to establish a sense of organisation within the groups and the training in this area needs to help the groups arrive at solutions that best fit their particular aspirations and requirements.
- **Budgeting:** Groups operate by sharing activities within the membership, who are expected to contribute to the collective good either with cash, kind or their labour. The mix of these contributions depends upon the activity in question. The group needs to have in place arrangements satisfactory to all members that will ensure these contributions are both understood and forthcoming. Where cash is concerned, the need for bank accounts and appropriate accounting procedures has to be considered.
- **Techniques and procedures:** The third area of training needs to address the techniques and procedures adopted by the group in their chosen activity. The focus should be on driving value out of their contributions to the group in both the short and long terms. Thus, the concept of whole life costing needs to be introduced in terms that the group members can understand as well as introducing better ways of operating and maintaining their shared assets.

#### 4.3.7 Training of health extension workers

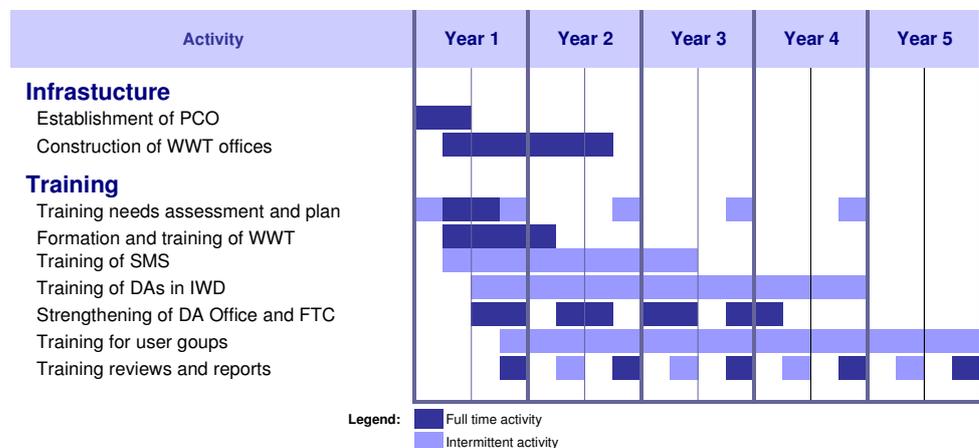
Health extension workers have an important role in the project to promote a healthier and more productive community that is more capable of sustaining the project outcomes. Refresher training will be provided focussing on basic hygiene improvement, the opportunities to and value of improved diets and malaria control.

### 4.4 Training plan

#### 4.4.1 Programme

The proposed programme for training, subject to detailed training needs assessments and planning is shown here.

#### Training and capacity building programme



#### 4.4.2 *Estimated costs*

The estimated base cost of the training programme under the project is ETB 4,104,800. This allows for a total of 3,153 training events at an average cost of ETB 1,302 per event or 81,895 trainee-days at an average cost of **ETB 50 per trainee-day**.

Further details are given in Appendix E.

## Appendices

---

## Appendix A: list of contacted persons

Name	Designation and organisation
Mr. Alemayehu Tafesse	Coordinator Watershed Management Coordination Office, Ministry of Water Resources
Dr. Solomon	ENTRO Coordinator
Dr. Wubalem Fekade	ENTRO-based Social Development Officer
<b>Regional Level:</b>	
Mr. Muluken	Deputy Head of Bureau of Water Resources Development in Bahir Dar
Mr. Mulu Alam	O&M Specialist with BoWRD appointed as focal person
Mr. Teshome Walle	Deputy Head of Bureau of Agriculture and Rural Development in Bahir Dar
Mr. Alemneh	Head of Natural Resources Department within BoARD in Bahir Dar
Mr. Teshele Adgo	Head of Water Harvesting Department within BoARD appointed as focal person
Mr. Asafa Zeleke	Team Leader Database within BoARD
Mr. Tsedul Geremew	Planning and Monitoring Expert within BoARD
Mr. Shetahun Yirswa	Head of Cooperative Promotion Department within Cooperative Promotion Agency
Mrs. Ainale Asefa	Planning Expert within Cooperative Promotion Agency
Mr. Sebawn Tefala	Planning Expert within Environmental Protection and Land Administration and Use Authority
Mr. Getachew Sileshi	Head of Research and Project Department within Bureau of Women's Affairs
Mr. Dejene Minliku Mekoya	Deputy Director of ORDA
Mr. Tekaba	Agronomist of ORDA

Name	Designation and organisation
Mr. Getachew Alemayehu Damot	Director General of Amhara Regional Agricultural Research Institute (ARARI)
Mr. Begashaw Molla	Water Harvesting Expert of Sustainable Water Harvesting and Institutional Strengthening in Amhara (SWHISA) Project
Mr. Debebe Tekole	Legal Coordinator of Ethiopian Women's Lawyer Association
<b>Wereda Level:</b>	
Mr. Worku	Head of Mecha Wereda ARD Office
Mr Balay	Action Head of Mecha Wereda ARD Office
Mr. Demi	NRM Specialist of Mecha Wereda ARD Office
Mr. Mollaili Sommai	Head of Sekele Wereda ARD Office
Mr. Haymanot Alemu	Planning and Information Expert of Sekele Wereda Office of Women's Affairs
Mr. Yalew Wondifraw	Head of Sekele Wereda Office of Health
Mr. Mengistu Merjia	Extension TL/Action Head of Libokemkem Wereda ARD Office
Mrs. Abeba Legassa	Personnel Manager of Libokemkem Wereda ARD Office
Mr. Shefeka Aliu	Acting Head of Dari Wereda ARD Office
Mr. Tilahun Debele	Extension Leader of Dari Wereda ARD Office
Mr. Adunja Beyene	Extension & Communication Expert of Dari Wereda ARD Office
Mr. Wallalin Assafa	Deputy Head of Este Wereda ARD Office
Mr. Garremew Wubetie	Deputy Head of Este Wereda Office of Women's Affairs
Mr. Awoke Kassalum	Deputy Head of Farta Wereda ARD Office
Mr Salatie	Extension TL of Farta Wereda ARD Office
Mr Abeje Metouen	Cooperation Promotion Section TL of Farta Wereda ARD Office
Mrs Werke Goshu	Planning Section TL of Farta Wereda ARD Office

<b>Name</b>	<b>Designation and organisation</b>
Mr. Ayal Belayneh	Manager of Branch Office of Commercial Bank of Ethiopia in Debre Tabor
Mr. Gisachew Vihumil	Cashier of Sub-Branch Office of Amhara Saving and Credit Institute (ACSI) in Sekele
Mr. Bemulu Getenat	Head of Sub-Branch Office of ACSI in Este
<b>Kebele Level:</b>	
Miss Amessew Asfew	Health Extension Worker in Minat Kebele
Mr. Girma Hadessa	Field Worker for NGO Green Horizon

## Appendix B: Distances to Wereda capitals and five selected micro-watersheds

<b>Wereda/Kebele</b>	<b>Distance (km)</b>	<b>Type of Road</b>
Bahir Dar - Merawi	35	asphalt
Merawi - Lehum Selam Kebele	22	unpaved
<b>Sub-Total:</b>	<b>57</b>	
Bahir Dar - Tili Y	127	asphalt
Tili Y - Sekele	30	unpaved
<b>Sub-Total:</b>	<b>157</b>	
Bahir Dar - Hamusit	34	asphalt
Hamusit - Anbesane	12	unpaved
Anbesane - Gelawidiwos Kebele	34	unpaved
<b>Sub-Total:</b>	<b>80</b>	
Bahir Dar - Hamusit	34	asphalt
Hamusit - Este	76	unpaved
<b>Sub-Total:</b>	<b>110</b>	
Bahir Dar - Woreta	60	asphalt
Woreta - Dingors Kebele	30	unpaved
Dingors Kebele - Debre Tabor	10	unpaved
<b>Sub-Total:</b>	<b>100</b>	
Bahir Dar - Woreta	60	asphalt
Woreta - Kisnat Sahar Kebele	56	unpaved
<b>Sub-Total:</b>	<b>116</b>	
Bahir Dar - Woreta	60	asphalt
Worate - Minat Kebele	68	unpaved
<b>Sub-Total:</b>	<b>128</b>	
Bahir Dar - Libokemkem	70	asphalt

## Appendix C: Salient features of Wereda Office of Agriculture and Rural Development

**Name of Wereda:** Mecha

<b>Vision/Mission:</b> To enhance self-sufficiency and income of (poor) farmers			
<b>Number of Kebeles:</b> n.a.		<b>Number of DAs:</b> n.a.	
		<b>Number of Supervisors:</b> 13	
<b>Vehicles:</b> 1 new car; 3 functioning and 2 non-functioning motorbikes; 4 bicycles			<b>Computers:</b> 3
<b>Name of Section</b>	<b>Staff</b>	<b>Expertise</b>	<b>Main Activities</b>
Extension	16	Agronomy, SWC, forestry, livestock, soil and mineral (soil), horticulture	<input type="checkbox"/> Technical advice to farmers on land preparation, pest management, horticulture <input type="checkbox"/> AI, animal protection <input type="checkbox"/> Forest development, SWC and reforestation <input type="checkbox"/> Production of seedling (fruit and vegetables)
Cooperative	7	Credit & saving, cooperative promotion, audit	<input type="checkbox"/> Advice on cooperative development <input type="checkbox"/> Support to cooperatives <input type="checkbox"/> Audit of cooperatives
Land Administration and Use	13	Land use (planning), land administration, data analysis, land valuation	<input type="checkbox"/> Land registration and issue of deeds <input type="checkbox"/> Conflict resolution <input type="checkbox"/> Data collection and analysis <input type="checkbox"/> Soil protection/erosion control

Water Resources Development	8	Sanitation, PWS construction, mobilisation/awareness, agronomy, irrigation design	<input type="checkbox"/> Construction of PWS <input type="checkbox"/> Advice to and control of WMCs <input type="checkbox"/> Awareness campaigns <input type="checkbox"/> Small-scale irrigation development
Natural Disaster	1	Team Leader	<input type="checkbox"/> Data collection and analysis for early warning and prediction of food shortages <input type="checkbox"/> Distribution of emergency relief
Infrastructure	2	Technicians	<input type="checkbox"/> Construction of rural roads and bridges
Input Supply and Marketing	2	Credit, seed multiplication and distribution	<input type="checkbox"/> Facilitation of input supply between suppliers and (12) cooperatives <input type="checkbox"/> Advice on marketing of crops <input type="checkbox"/> Collection of marketing information <input type="checkbox"/> Introduction of new technology (i.e. drip irrigation, pedal pump)
<b>Constraints:</b>	<input type="checkbox"/> Lack of necessary skills and most staff have diploma <input type="checkbox"/> Very small budget for development activities <input type="checkbox"/> Insufficient means of transport <input type="checkbox"/> Limited number of office equipment, tools and field equipment <input type="checkbox"/> Shortage of agricultural inputs and seeds <input type="checkbox"/> Limited access to information about appropriate technology		<b>Projects:</b> <input type="checkbox"/> Koga Irrigation and Watershed Management Project <input type="checkbox"/> RWSSP
<b>Needs:</b>	<input type="checkbox"/> Extensive training to enhance skills of SMSs, but it shall be adapted to the needs and capacity of the existing Wereda staff as training provided under the Koga		

	<p>Project was too difficult</p> <ul style="list-style-type: none"><li><input type="checkbox"/> Provision of vehicles, tools and equipment</li><li><input type="checkbox"/> More budget for planning, design and execution of field activities</li><li><input type="checkbox"/> Improved access to information about appropriate, low-cost technology</li></ul>
--	---

**Name of Wereda:** Sekele

<b>Vision/Mission:</b> N.a.			
<b>Number of Kebeles:</b> 27		<b>Number of DAs:</b> 62	
		<b>Number of Supervisors:</b> 9	
<b>Vehicles:</b> 1 new car, 2 motorbikes		<b>Office equipment:</b> 1 new computer with printer, 1 photocopier	
<b>Name of Section</b>	<b>Staff</b>	<b>Expertise</b>	<b>Main Activities</b>
Extension & Communication	10	Agronomy, SWC, forestry, animal production	<ul style="list-style-type: none"> <li><input type="checkbox"/> Seedling production on three nurseries with total annual production of 1.8 million trees of 8 different species</li> <li><input type="checkbox"/> SWC, including soil bunds, terracing and drainage</li> <li><input type="checkbox"/> Training of DAs in SWC, nursery management, plant production, livestock and apiculture at Wereda level (3 times a year) and subsequently DAs provide training to groups of 20 to 30 farmers (about 2,000 per year). Wereda staff have received training from BoARD together with training manuals</li> <li><input type="checkbox"/> Livestock, including vaccination, breeding and advice on fattening</li> <li><input type="checkbox"/> Apiculture, including introduction of improved beehives</li> <li><input type="checkbox"/> Forest development, including training of farmers in development and management of nurseries, forest management with provision of training in communal forest management to Committees formed at Kebele level, which consist of 9 members including elected representatives of farmers and women as well as heads of Kebele school, FTC, health and religious</li> </ul>

			leaders
Cooperative	8	Cooperative development, economics, management, audit	<input type="checkbox"/> Formation and strengthening of cooperatives: 20 have been formed for input supply and about 60% of all farmers have become members, of which 10% are women. One cooperative is covering 1 to 3 Kebeles  <input type="checkbox"/> Auditing of cooperatives
Land Administration and Use	9	General agriculture, geography, plant science, technicians	<input type="checkbox"/> Issue of land deeds  <input type="checkbox"/> Training in land use management for 7 members of Land Administration Committee, of which 54 have been established in the 27 Kebeles. Main task of the land administration committees is to assist with the land registration process  <input type="checkbox"/> Environmental protection, including soil conservation and reforestation together with NRM department  <input type="checkbox"/> Training to Environmental Protection Committees (as part of national programme) that have been formed at the level of each school (49) with students as members and teacher as head. They produce seedlings (about 600,000 per year) at school nursery, which are planted around the schools.
RWS & Sanitation	7	Technicians	<input type="checkbox"/> Installation of hand pumps  <input type="checkbox"/> Development of springs  <input type="checkbox"/> Training of WMCs (138) in PWS management, who are also responsible for construction of fence around PWS and collection of user fees (Birr 0.5-1 per bucket/turn). WMC reportedly have opened accounts with ACSI

			<input type="checkbox"/> Water purification (i.e. using chlorine)  <input type="checkbox"/> Water quality control
Rural Road	3	Technicians	<input type="checkbox"/> Construction of rural roads (24km in 2006) with participation of villagers, who have to provide all labour and their own tools  <input type="checkbox"/> Construction of river crossings (3 in 2006)
Input Supply and Marketing	2	Crop production, general agriculture	<input type="checkbox"/> Facilitation of supply of seeds and fertilisers  <input type="checkbox"/> Supply of credits of Birr 1,500 with funds (Birr 500,000 per year) provided by BoARD to rural households with duration of 3 years and 7.5 % interest. Reported recovery rate is about 75%
<b>Constraints:</b>	<input type="checkbox"/> Shortage of vehicles  <input type="checkbox"/> Rapid turnover of staff (1 to 2 years) due to remoteness and difficult working conditions due to lack of proper roads  <input type="checkbox"/> Unwillingness among experts to conduct field visits due to lack of vehicles and roads		<b>Projects:</b> <input type="checkbox"/> AMEREW  <input type="checkbox"/> Biomass Project  <input type="checkbox"/> ASSP
<b>Needs:</b>	<input type="checkbox"/> Power supply for Wereda office to operate computer and photocopier  <input type="checkbox"/> Training of Wereda staff, especially in extension, land administration, environmental protection and cooperative development		

**Name of Wereda:** Dera

<b>Vision/Mission:</b> To improve living standards of local population by using different technologies			
<b>Number of Kebeles:</b> 29		<b>Number of DAs:</b> 72	
		<b>Number of Supervisors:</b> 9	
<b>Vehicles:</b> 1 car, 4 functioning motorbikes			<b>Computers:</b> 3
<b>Name of Section</b>	<b>Staff</b>	<b>Expertise</b>	<b>Main Activities</b>
Extension	13	Animal production, crop production, forestry, NRM/SWC, animal science	<input type="checkbox"/> Introduction of new technologies, such as pumps (200) for irrigation, improved seeds <input type="checkbox"/> Training of farmers through FTCs: total of 19 but only 11 equipped. Total of 205 farmers have been trained in irrigation (76) and improved milk production (129) by DAs in 6 Kebeles. DAs were trained by Wereda staff. Main problem is lack of 2.5 ha demonstration plots near FTCs and lack of budget to procure necessary inputs. Training documents are available <input type="checkbox"/> Livestock by distributing improved breeds of cows to 11 households on 3-year credit through Cooperatives with 12.5% interest, vaccination of 42,000 animals and AI through livestock centre in Hamusit, improved poultry through provision of 3,500 one-day chicken that have been distributed among poor households (50 chicks per household) <input type="checkbox"/> Apiculture development through distribution of improved beehives (141) on credit through Cooperatives <input type="checkbox"/> Agro-forestry: training in seedling production <input type="checkbox"/> SWC: bunds and terracing (4,200km/year), construction of water ponds (11 in 2006 and

			<p>5 in 2007) using plastic sheets for irrigation with support from ASSP. Pedal pump and drip system are not provided</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Crop production: improved seeds for wheat and maize that are provided by seed companies directly to Union of 5 Cooperatives for distribution among farmers in all 29 Kebeles on 1-year credit; IPM and cultural pest control through DAs with reported adoption rate of 50%</li> <li><input type="checkbox"/> 3 nurseries that produced 3 million seedlings of 20 different species until 2006, including trees for wood, forage and fruit (i.e. mango, avocado, papaya and coffee) production. In 2007 only 0.5 million will be produced as private nurseries shall take over the role of seedling production from Government. Reportedly, good marketing opportunities for fruit, whereby individual households organise marketing by transporting the produce to the nearest markets</li> </ul>
Cooperative	10	Accountancy, economics, management, audit, cooperative development	<ul style="list-style-type: none"> <li><input type="checkbox"/> Training of Cooperative staff</li> <li><input type="checkbox"/> Annual auditing of cooperatives</li> <li><input type="checkbox"/> Collection and dissemination of marketing information.</li> </ul>
Environmental Protection, Land Administration and Use	8	Geography, mapping, economics, surveying	<ul style="list-style-type: none"> <li><input type="checkbox"/> Land registration and issue of deeds</li> <li><input type="checkbox"/> Formation and training of Land Administration Committees</li> <li><input type="checkbox"/> Environmental protection: surveying and awareness through meetings at churches and Kebele Councils</li> </ul>
Water Resources Development	13	Irrigation, sanitation, engineering, community participation	<ul style="list-style-type: none"> <li><input type="checkbox"/> PWS (270) through development of wells and springs with support of FINNIDA-funded RWS&amp;EPP</li> </ul>

			<input type="checkbox"/> Training to 270 WMCs in PWS management and sanitation  <input type="checkbox"/> Sanitation through promotion and construction of latrines at schools and health centres  <input type="checkbox"/> Irrigation: none but 1 dam/weir has been constructed by BoWRD.
Disaster Control and Prevention	1	Team leader	<input type="checkbox"/> Data collection and analysis through Extension Teams and DAs for early warning
Rural Road	1	Technician	<input type="checkbox"/> Construction of rural roads (35km in 2006) through community participation and communities are also responsible for maintenance. As Dera Wereda is not a drought-affected Wereda, it does not receive funds from Regional Government for road construction, although it is one of the main problems
Input Supply and Marketing	2	Agricultural extension	<input type="checkbox"/> Facilitation of input supply on credit by BoARD to Cooperatives: Birr 6 million for supply of 40,000 quintals of UREA and DAP to about 25,000 households (50% of total number of farming households in Wereda). Farmers have to prepay 30% of the fertiliser supply. Remaining farmers do not apply for supply of fertiliser on credit. No restriction on supply of more fertiliser on credit.
Planning and Programme	2	Economics, management	<input type="checkbox"/> Preparation of AWP  <input type="checkbox"/> Budget allocation  <input type="checkbox"/> Preparation of progress reports
<b>Constraints:</b>	<input type="checkbox"/> Insufficient budget for training of DAs and farmers  <input type="checkbox"/> Insufficient staff, especially for Extension Teams due to lack of		<b>Projects:</b> <input type="checkbox"/> ASSP (AfDB-funded): lowland ecosystem management, water harvesting and agro-forestry  <input type="checkbox"/> FINNIDA-funded RWS&EPP

	<p>budget to hire additional staff</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Shortage of transport</li> <li><input type="checkbox"/> Poor office facilities and poor state of office building.</li> </ul>		<p>that started 5 years ago and is expected to be completed soon</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> AfDB-funded National Livestock Development Project (phased out): improved livestock, forage development through introduction of improved grasses and leguminous corps</li> <li><input type="checkbox"/> WB-funded RWSSP</li> </ul>
<p><b>Needs:</b></p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> All staff needs additional training to refresh and enhance their knowledge and skills</li> </ul>		

**Name of Wereda:** Este

<b>Vision/Mission:</b> To eliminate poverty among population and to ensure food security through social and economic development			
<b>Number of Kebeles:</b> 36		<b>Number of DAs:</b> 88	<b>Number of Supervisors:</b> 12
<b>Vehicles:</b> 2 functioning and 1 non-functioning car, 2 operational and 5 non-functioning motorbikes, 2 new tractors with 4 trailers provided under Rural Road Transport Project		<b>Computers:</b> 3 operational and 1 non-operational	
<b>Name of Section</b>	<b>Staff</b>	<b>Expertise</b>	<b>Main Activities</b>
Extension	13	Agronomy, SWC, forestry and animal production (14 vacancies)	<input type="checkbox"/> Dissemination of new technologies through formal and informal training and demonstration with assistance of DAs. A total of 1,500 farmers received formal training in 2006 through 5 newly established FTCs <input type="checkbox"/> Training of OFWM for small-scale irrigation schemes using pedal pumps <input type="checkbox"/> Water harvesting: mainly training of farmers <input type="checkbox"/> Livestock: promotion of forage production (grasses), vaccination and treatment, breeding of cows <input type="checkbox"/> Agro-forestry: production and distribution of seedlings (about 1 million per year from 2 nurseries) of about 10 different species <input type="checkbox"/> SWC: construction of bunds and planting of trees
Cooperative Promotion	6	Cooperative promotion, saving & credit, registration, inspection, audit (4 vacancies)	<input type="checkbox"/> Promotion of development of cooperatives <input type="checkbox"/> Formation of cooperatives <input type="checkbox"/> Provision of advice and training to

			<p>cooperatives</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Auditing of cooperatives</li> <li><input type="checkbox"/> Total of 31 cooperatives, including 18 multi-purpose cooperatives, 2 irrigation cooperatives, 8 saving and credit cooperatives and 3 housing cooperatives.</li> </ul>
Environmental Protection, Land Administration and Use	10	Land registration, survey, land use management (9 vacancies)	<ul style="list-style-type: none"> <li><input type="checkbox"/> Registration of land and issue of deeds</li> <li><input type="checkbox"/> Gully treatment together with SWC</li> <li><input type="checkbox"/> Conflict resolution for land disputes</li> <li><input type="checkbox"/> Study of land use, preparation of maps and formulation of recommendations for optimal land use</li> <li><input type="checkbox"/> Training of Land Administration Committees on new land policies and prevention of soil erosion</li> </ul>
Water Resources Development	8	PWS, sanitation, irrigation engineering, water management (6 vacancies)	<ul style="list-style-type: none"> <li><input type="checkbox"/> Development of springs and wells for PWS with contributions from population</li> <li><input type="checkbox"/> Provision of training to WMC in O&amp;M of PWS and collection of user fee. WMCs have opened bank account with ACSI</li> <li><input type="checkbox"/> Irrigation development: 40 gravity schemes commanding about 1,500 ha. Irrigation cooperatives have opened bank account with commercial banks</li> </ul>
Food Security	1	Team leader (1 vacancy)	<ul style="list-style-type: none"> <li><input type="checkbox"/> Collection and analyses of data on crop production in order to assess food shortages</li> <li><input type="checkbox"/> Preparation of resettlement plans</li> </ul>
Rural Infrastructure	2	Technicians (1 vacancy)	<ul style="list-style-type: none"> <li><input type="checkbox"/> Construction of roads with community participation (about 40km in 2006)</li> <li><input type="checkbox"/> Stabilisation of roads by planting grasses</li> </ul>

			and trees
Input Supply and Marketing	2	Credit (2 vacancies)	<input type="checkbox"/> Facilitation of credits for inputs, animal fattening, irrigation (pumps) and new technologies through cooperatives with funds for Regional State and commercial banks, where the Government guarantee  <input type="checkbox"/> Monitoring the collection/repayment of loans  <input type="checkbox"/> Total of Birr 4.2 million distributed as 1-year loan with 12.5% interest in 2006 and recovered Birr 3.3 million, including Birr 3.2 million for inputs, whereby farmers have to prepay 25%. Cooperatives guarantee the repayment of the loans and they keep 7.5% of the 12.5% interest to cover their costs
Planning	1	Team leader (2 vacancies)	<input type="checkbox"/> Preparation of AWP  <input type="checkbox"/> Progress monitoring
<b>Constraints:</b>	<input type="checkbox"/> Shortage of staff with many vacancies  <input type="checkbox"/> Insufficient budget  <input type="checkbox"/> High turnover of staff  <input type="checkbox"/> Shortage of transport and O&M budget  <input type="checkbox"/> Lack of roads to all Kebeles	<b>Projects:</b>	<input type="checkbox"/> Rural Road Transport Project: construction of roads with machinery  <input type="checkbox"/> FINNIDA-funded RWS&EPP (completed)  <input type="checkbox"/> CARE is financing PWS, income-generating activities in 4 Kebeles.  <input type="checkbox"/> IFAD has funded irrigation activities in 2006
<b>Needs:</b>	<input type="checkbox"/> Most staff requires training to refresh and enhance their knowledge and skills		

**Name of Wereda:** Farta

<b>Vision/Mission:</b> To improve livelihoods of population through the promotion of agricultural development			
<b>Number of Kebeles:</b> 37		<b>Number of DAs:</b> 96	
		<b>Number of Supervisors:</b> 12	
<b>Vehicles:</b> 1 car and 1 car belonging to RWSSP, 5 operational and 5 non-operation motorbikes, 1 old tractor			<b>Computers:</b> 4 with only 1 operational printer
<b>Name of Section</b>	<b>Staff</b>	<b>Expertise</b>	<b>Main Activities</b>
Extension	23	SWC, forestry, crop production and protection, horticulture, animal production, animal health, water harvesting, extension and communication, home economics (3 vacancies)	<input type="checkbox"/> SWC: terracing, drains and check dams <input type="checkbox"/> Extension services through DAs on agronomy, crop husbandry by providing advice and formal training through FTCs. At present, 12 FTCs have been established, but not equipped. Total of 326 farmers trained in 5 pilot FTCs for about 2 days per week over a period of 3 months. No land for establishment of 2.5 ha demonstration plot nor the necessary inputs for conducting demonstration <input type="checkbox"/> Livestock production: advice on forage production, including planting of grasses and trees and grazing land improvement, breeding through AI <input type="checkbox"/> Livestock health: vaccination against various diseases and pests <input type="checkbox"/> Forestry: distribution of about 11 million seedlings for 10 to 15 species obtained from private nurseries, community-based management through committees formed with 5 to 7 members elected by communities, forest protection through employment of guards

			<ul style="list-style-type: none"> <li><input type="checkbox"/> Horticulture: distribution of seedlings for coffee and fruit (i.e. papaya, mango, orange) from own nursery (28,000 in 2006, 42,000 in 2007) at price of only Birr 1 per seedling</li> <li><input type="checkbox"/> Water harvesting: only promotion of micro-basins to store water</li> <li><input type="checkbox"/> Irrigation: 326 hand-dug wells, 995 traditional river diversion schemes and 1,023 springs commanding a total of 2,699 ha with potato, maize, barley and various vegetables</li> <li><input type="checkbox"/> Home economics: improvement of living conditions, sanitation, fuel-saving devices and awareness on HIV/AIDS</li> </ul>
Cooperative Promotion	8	Cooperative promotion, audit, inspection, saving & credit (2 vacancies)	<ul style="list-style-type: none"> <li><input type="checkbox"/> Promotion and formation of cooperatives</li> <li><input type="checkbox"/> Training of executive staff and members</li> <li><input type="checkbox"/> Auditing of cooperatives</li> <li><input type="checkbox"/> Provision of advice on marketing and input supply</li> </ul>
Environmental Protection, Land Administration and Use	11	n.a.	<ul style="list-style-type: none"> <li><input type="checkbox"/> Registration of land</li> <li><input type="checkbox"/> Environmental protection: reforestation and safe disposal of waste</li> </ul>
Rural Water Supply	11	Irrigation agronomy, Irrigation O&M, irrigation engineering, sanitation, community development (3 vacancies)	<ul style="list-style-type: none"> <li><input type="checkbox"/> Development of hand-dug wells with hand pumps: 50 in 2007</li> <li><input type="checkbox"/> Formation and training of WMCs (400) to ensure proper O&amp;M of PWS, including collection of user fees (Birr 0.25 to 0.50 per month). Opened accounts with ACSI</li> <li><input type="checkbox"/> Treatment of water with chemicals</li> </ul>

Disaster Prevention	2	Team Leader, n.a.	<input type="checkbox"/> Analysis of crop production data to assess food shortages at early stage <input type="checkbox"/> Assessment of scope of natural disasters <input type="checkbox"/> Coordination with other Wereda offices and NGOs
Rural Road	2	Technicians	<input type="checkbox"/> Construction and maintenance of rural roads through community participation: 34 km
Input Supply and Marketing	4	Marketing, credit and seed multiplication	<input type="checkbox"/> Facilitation of input supply through cooperatives <input type="checkbox"/> Dissemination of new technologies (i.e. improved seeds, pedal pumps, beehives) <input type="checkbox"/> Facilitation of credit supply to cooperatives for input supply
Planning	2	Planning, M&E (1 vacancy)	<input type="checkbox"/> Preparation of AWP <input type="checkbox"/> Progress monitoring and reporting <input type="checkbox"/> Allocation of budgets
<b>Constraints:</b>	<input type="checkbox"/> No equipment and training materials for FTCs <input type="checkbox"/> No budget for establishment of demonstration plots <input type="checkbox"/> Insufficient training for farmers due to limited budget <input type="checkbox"/> No warehouses <input type="checkbox"/> Insufficient computers and lack of access to internet. <input type="checkbox"/> Insufficient means of transport		<b>Projects:</b> <input type="checkbox"/> FINNIDA-funded RWS&EPP <input type="checkbox"/> Biomass Project <input type="checkbox"/> CARE with PWS activities <input type="checkbox"/> Green Horizon: nursery, training <input type="checkbox"/> GTZ-funded Sustainable Use of Natural Resources for Improved Food Security Project (SUN Amhara)

	<p>and O&amp;M budget</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Accessibility of many Kebeles due to lack of roads</li> <li><input type="checkbox"/> Lack of facilities for local institutions, including Kebele Councils and cooperatives</li> </ul>		
<p><b>Needs:</b></p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Need for additional training refresh and enhance knowledge and skills, including new technologies and equipment, beekeeping, water harvesting, marketing and IWM</li> </ul>		

**Name of Wereda:** Libokemkem

<b>Vision/Mission:</b> To improve livelihoods of farmers through extension services and new technologies			
<b>Number of Kebeles:</b> n.a.		<b>Number of DAs:</b> n.a.	
		<b>Number of Supervisors:</b> n.a.	
<b>Vehicles:</b> 1 old and 1 new car, 5 functioning and 3 non-operational motorbikes, 1 old tractor with trailer			<b>Computers:</b> 2 operational and 1 non-operational with 2 printers
<b>Name of Section</b>	<b>Staff</b>	<b>Expertise</b>	<b>Main Activities</b>
Extension	12	Forestry, extension and communication, animal health, agronomy, animal husbandry, horticulture, home economics	<input type="checkbox"/> Forestry: seedling production on 5 nurseries producing 13.7 million of more than 10 different species, including forage trees; marketing of forest products; area closure; guarding of protected forest; agro-forestry with 14 packages <input type="checkbox"/> Animal production: AI; improved breeding with stock from Andessa; modern beehives; promotion of forage production through trees and grasses, including production of seedlings <input type="checkbox"/> Animal health: vaccination through 6 veterinary health posts (1 per 3 Kebele), but shortage of medicines and vaccines <input type="checkbox"/> Credit: 3-4 year credit for procurement of livestock with 7.5% interest through cooperatives; input credits and credits for new technologies: total of Birr 4 million. 42 motor pumps in 2006 as well as 300-400 pedal pumps through cooperative <input type="checkbox"/> Crop production: improved seeds for teff, wheat, maize and sorghum, including Striga-resistant variety; advice on agro-chemicals <input type="checkbox"/> Treatment of waterlogged area through

			<p>construction of surface drains</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Water harvesting and irrigation: 24 communal and individual ponds for horticulture and livestock watering; OFWM advice: 78 traditional systems and springs irrigate about 5,000 ha; advice on cultivation of high-value irrigated crops, including sale of vegetable seeds</li> <li><input type="checkbox"/> Horticulture: nursery for tomato seedlings and fruit, including mango, orange, avocado, papaya and “zaitoon”; distribution of potato seedlings</li> <li><input type="checkbox"/> SWC: watershed planning for 25 micro-watersheds based on IWM, including 5 GTZ-supported and 5 with funds from KfW; training of DAs; construction of bunds, check dams, micro-basins, gully treatment, reforestation and area closure</li> <li><input type="checkbox"/> FTC: 29 equipped, but only training courses in 5: 20 farmers per training course on sheep production, animal husbandry, agronomy and NRM, 2 days per week over period of 3 to 6 months. Conducted by DAs having received curricula</li> <li><input type="checkbox"/> No demonstration plots, which are required for practical training (80%) during dry season</li> <li><input type="checkbox"/> Home economics: improved living conditions, sanitation, fuel-saving stoves, food preparation, HIV/AIDS</li> </ul>
Cooperative Promotion	6	Agricultural input promotion, saving & credit, management, inspection, audit	<ul style="list-style-type: none"> <li><input type="checkbox"/> 16 multi-purpose coops, 1 housing, 1 milk, 2 irrigation and 7 saving &amp; credit</li> <li><input type="checkbox"/> n.a.</li> </ul>
Environmental Protection, Land	9	Survey, ecology, soil survey, resettlement, land evaluation and planning, land	n.a.

Administration and Use		registration, documentation	
Rural Water Supply	10	PWS, sanitation, construction, O&M, agronomy, water quality control	n.a.
Natural Disaster	n.a.	n.a.	n.a.
Rural Road	2	TL and technician	n.a.
Input Supply and Marketing	3	Input supply, improved technology promotion	n.a.
Planning	2	Planning, M&E	n.a.
<b>Constraints:</b>	<input type="checkbox"/> Shortage of transport and O&M budget <input type="checkbox"/> Shortage of computers <input type="checkbox"/> Accessibility of Kebeles <input type="checkbox"/> Insufficient budget to employ experienced experts <input type="checkbox"/> High turnover of staff, so that skilled experts have left <input type="checkbox"/> Shortage of office and meeting space		<b>Projects:</b> <input type="checkbox"/> SUN Amhara (GTZ) <input type="checkbox"/> KfW funds for integrated watershed management
<b>Needs:</b>	<input type="checkbox"/> Training budget to enhance skills and knowledge of many young staff, who have recently graduated		

## Appendix D: Relevant development projects and programmes

Wereda	Type and number of cooperatives and main services
Mecha	<ul style="list-style-type: none"> <li>• 12 input supply cooperatives: supply of agricultural inputs and new technologies (i.e. drip irrigation, pedal pump)</li> </ul>
Sekele	<ul style="list-style-type: none"> <li>• 20 input supply cooperatives (1 cooperative for 3 Kebeles) and 60% of all farmers are members</li> </ul>
Dera	<ul style="list-style-type: none"> <li>• Multi-purpose cooperatives: input supply, flour mill, marketing and shop</li> <li>• Union of 5 cooperatives for distribution of seeds in 29 Kebeles</li> </ul>
Este	<ul style="list-style-type: none"> <li>• 18 multi-purpose cooperatives</li> <li>• 8 saving and credit cooperatives</li> <li>• 3 housing cooperatives</li> <li>• 2 irrigation cooperatives</li> </ul>
Farta	<ul style="list-style-type: none"> <li>• 21 multi-purpose cooperatives: input supply, flour mill, credit, marketing and shop</li> <li>• 3 saving and credit cooperatives, including one in rural area</li> <li>• 1 milk processing and marketing cooperative with 60 members in 3 Kebeles</li> <li>• 8 irrigation cooperatives for river diversion schemes</li> </ul>
Libokemkem	<ul style="list-style-type: none"> <li>• 16 multi-purpose cooperatives</li> <li>• 8 saving and credit cooperative</li> <li>• 1 housing cooperative</li> <li>• 1 milk processing and marketing cooperative</li> <li>• 2 irrigation cooperatives</li> </ul>

### **(Integrated) Watershed Management and Forestry**

- Managing Environmental Rehabilitation in Transition to Sustainable Livelihoods (MERET) Project, which is implemented in 23 Weredas with financial support of WFP and focused on conservation, intensification and expansion of cultivated land and diversification of income opportunities;
- SIDA-Amhara Rural Development Project (SARDEP) with activities related to crop production, livestock, extension, water, health and roads in East Gojam and South Wollo;
- USAID-funded Amhara Micro Enterprise, Agricultural Research, Extension and Watershed Management (AMAREW) Project, which is involved in watershed

management in three micro-watersheds in three different Weredas, including Sekele Wereda, in accordance with an integrated watershed development approach as well as micro-enterprise development through small groups, including seed production, gabion production and raising ruminants;

- African Development Bank (AfDB)-funded Koga Irrigation and Watershed Management Project aimed at the construction of large-scale irrigation system as well as watershed management in the Koga watershed upstream of the dam;
- Sustainable Use of Natural Resources for Improved Food Security in Amhara (SUN) Project, which is implemented by GTZ with funds from KfW and aimed at integrated watershed management activities in 8 Weredas, including Libokemkem;
- World Bank-funded Biomass/Energy Access Project, including forestry activities;
- Integrated development of a model micro-watershed of 500 ha in the eastern part of Amhara is carried under the National and Regional Global Water Partnership (GWP).

### **Agricultural and Livestock Development**

- Integrated Livestock Development Project, which is implemented with funds from Austria in 16 Weredas;
- USAID-funded Dairy Livestock Development Project with focus on urban areas;
- IFAD is supporting agricultural marketing in all Zones of Amhara and it was funding irrigation development in 18 Weredas until last year; and
- ILRI is conducting research on animal forage in Farta Wereda.

### **Potable Water Supply and Water Harvesting**

- AfDB-funded Agricultural Sector Support Programme (ASSP), including irrigation development;
- CIDA-funded Sustainable Water Harvesting and Institutional Strengthening in Amhara (SWHISA) Project;
- World Bank-funded Rural Water Supply and Sanitation Project (RWSSP) focused on improvement of PWS schemes in 32 Weredas as well as capacity building at Regional and Wereda level;
- Government of Finland-funded Rural Water Supply and Environmental Programme (RWSEP) – Amhara Region (Phase 4), which constructs PWS schemes in Farta and Dera Weredas, including the formation and training of WMCs;
- UNICEF-funded project installing shallow wells in 18 Weredas;
- AfDB-funded rural water supply and sanitation project in 29 Weredas (planned);
- CARE-funded water supply and sanitation activities in Farta and Estie Weredas;

- Millie-Jarie Watershed Development Project, which is implementing the integrated watershed development approach;
- JICA, SIDA, UNICEF, UNDP and various NGOs (i.e. CARE, World Vision and ORDA) are financing and/or executing the construction of PWS schemes
- FAO, SIDA, IFAD, AfDB and the French Government (i.e. AFD) provide funds for small-scale irrigation development;
- IFAD was funding irrigation development in 18 Weredas until last year;
- International Water Management Institute (IWMI), which as an office in Addis Ababa, is conducting research on irrigation and water management.

### **Capacity Building**

- World Bank and CIDA-funded Rural Capacity Building Project (RCBP) through BoARD in 21 Weredas with activities in aimed at the strengthening of the capacity of the Agriculture Technical Vocational Education and Training (AgTVET) colleges, subject matter specialists (SMS) at Wereda level and Farmers' Training Centres (FTCs), including Dera and Farta Wereda.

## Appendix E: Estimated training costs

Course / item	Unit	No. of trainees	No. of events	Days per event	Trainee days	Per diems/ trainee day Birr	Other charges per event (Birr)	Trainer costs per event Birr	Total cost Birr
<b>Training of kebele staff</b>									
<i>Training of nebele staff and cooperatives in 35 kebeles using DA and someines external traineers</i>									
DA Office Training Budget	Birr		1,225	-				200	245,000
Kebele watershed committee	Birr	20	350	1	7,000		100		35,000
Cooperative	Birr	15	700	1	10,500		100		70,000
Kebele Council	Birr	10	175	1	1,750		100		17,500
<b>Total</b>		<b>45</b>	<b>1,225</b>		<b>19,250</b>				<b>367,500</b>
<b>Training of subject matter specialist staff</b>									
<i>Training of SMS staff at Wereda level using external trainers</i>									
SMS staff in Wereda	Birr	125	18	2	4,500	50	1,000	10,000	423,000
SMS staff in Baher Dar	Birr	125	18	2	4,500	100	2,000	10,000	666,000
<b>Total</b>		<b>125</b>	<b>36</b>		<b>9,000</b>				<b>1,089,000</b>
<b>Training of district agents</b>									
<i>Training of 3no. District Agents per kebele in 35 kebeles using trained SMS staff and sometimes external trainers</i>									
Batch 1	Birr	33	42	4	5,544	60	180	1,000	382,200
Batch 2	Birr	36	35	5	6,048	60	180	1,000	404,180
Batch 3	Birr	36	28	6	6,048	60	180	1,000	395,920
<b>Total</b>		<b>105</b>	<b>105</b>		<b>17,640</b>				<b>1,182,300</b>
<b>Other training</b>									
<i>Training of local contractors, 350 user groups and extension workers in 35 kebeles by DA and external providers</i>									
Training of local contractors	Birr	20	12		480	100	2,000	10,000	192,000
Training of user groups	Birr	7,000	1,750	1	35,000		200	500	1,225,000
Training of health extension workers	Birr	105	25	2	525	60	200	500	49,000
<b>Total</b>		<b>7,125</b>	<b>1,787</b>		<b>36,005</b>				<b>1,466,000</b>
<b>Total</b>		<b>7,400</b>	<b>3,153</b>		<b>81,895</b>				<b>4,104,800</b>
			Birr/event		Birr/Trainee-day				
			1,302		50				