



Overview of the ATA and the Agricultural Transformation Agenda in Ethiopia's Growth and Transformation Plan (GTP) I & II

October 2016

Ethiopian  **ATA**
Agricultural Transformation Agency
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Transformation Agenda Performance: Overall performance table – 2011 to 2015

Achievements of Transformation Agenda Deliverables by Primary Thematic Area

Primary Thematic Area	Output Indicators	Achievement
Policies/Strategies/ Regulations	No. of policies/proclamations revised	3
	No. of strategies/regulations/guidelines implemented	23
Structures/Processes/ Systems	No. of new institutional structures implemented	29
	No. of new institutional process/system implemented	132
Introduction of innovative ideas	No. of innovative concepts/approaches piloted	70
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Capacity building	No. of stakeholders experts trained	67,671
	No. of institutions strengthened/capacitated	2,148
Direct engagement with smallholders	No. of SHF trained or reached by new technologies	9,689,578
	No. of SHF using newly introduced technologies	4,436,020
	Ha. of land covered by newly introduced technologies	2,187,545

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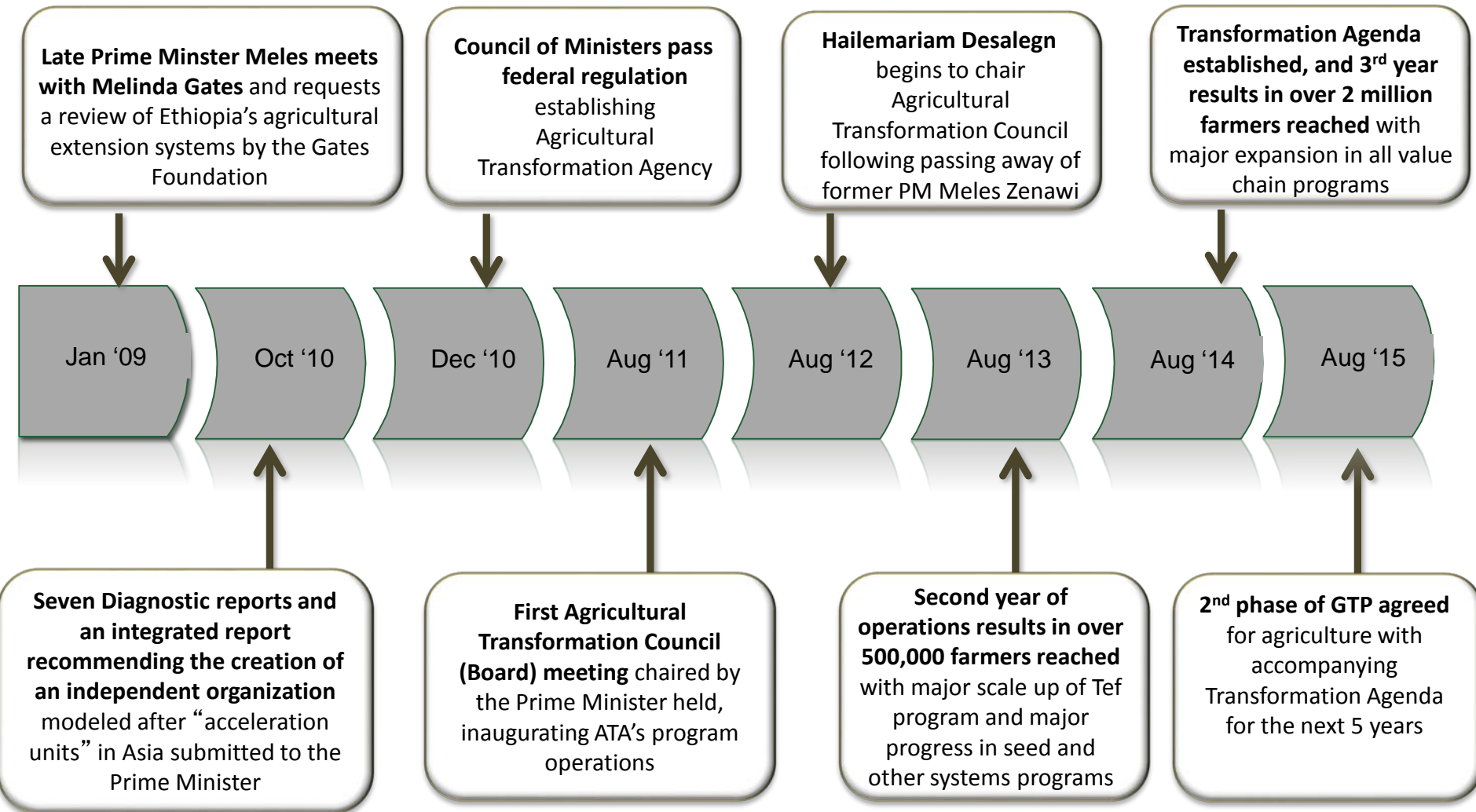
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The role and value add of ATA

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The ATA is the result of a process that lasted nearly two years - we are only five years old and this is expected to be a 15-20 year journey



The process that led to the creation of the ATA identified some key issues that needed to be addressed for Ethiopia to reach its agricultural development targets

Current situation:

- Agriculture accounts for over 40% of national GDP - the largest portion of the economy
- Smallholder farmers account for over 90% of agriculture production
- Women represent 48% of the agricultural labor force
- Rapid growth in the agriculture sector over the past 10 years has contributed to a reduction of poverty, from nearly 40% of population to less than 30%
- However, gains are uneven
- Ethiopia's productivity levels continue to be among the lowest in Africa
- Many smallholder farmers continue to produce for subsistence
- Increasing concerns about smallholder farmers ability to mitigate the risks related to climate change

Two high level bottlenecks were identified as key challenges in reaching the vision

- Lack of capacity to identify tailor-made solutions for the key systemic bottlenecks in the agriculture sector
- Lack of capacity to effectively coordinate and drive the implementation of a holistic set of interventions that will transform the system and bring impact at scale

ATA was created to address these bottlenecks

Ultimate Vision:

- Agriculture productivity levels for all key crops above the average of African countries and rivaling Asian levels
- Commercialization of most smallholder farmers in key crops and geographies through effective linkage to domestic and international demand sinks
- Increases in women, men and youth smallholder farmer productivity and incomes leads to reduction of national poverty level approaching or less than 10% of the population
- Agriculture-led industrialization leads to national middle income status by 2025

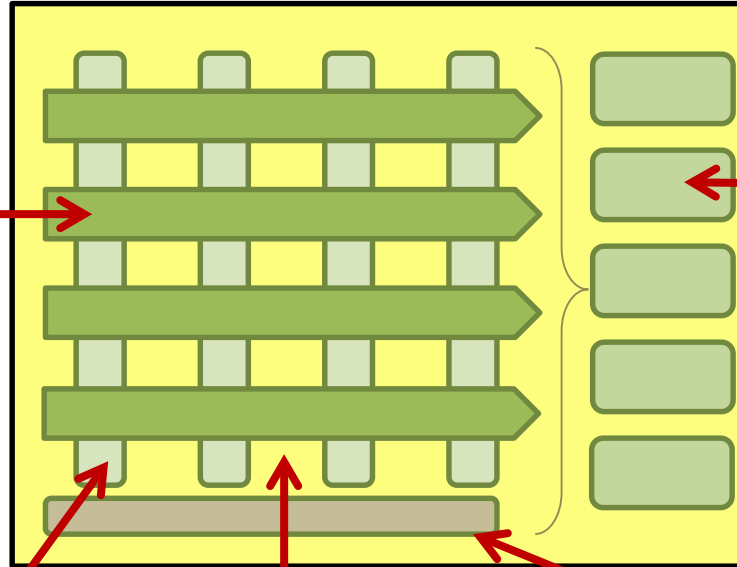
The ATA is a time bound organization that is only expected to exist for 15-20 years

	<u>Phase I: Inception - 2011-2015</u>	<u>Phase II: Impact - 2016 -2020</u>	<u>Phase III: Impact - 2021 -2025</u>	<u>Phase IV: Phase out - 2026 -2030</u>
ATA organization approach	<ul style="list-style-type: none"> Construction of ATA as an organization for strengthening partnerships with all key stakeholders Intensive strategy development and implementation support in key Deliverables to prove model 	<ul style="list-style-type: none"> ATA approach integrated into GTP2 focusing on supporting partners to deliver on high-impact results across a wide range of Deliverables Aggressive capacity building of MoA and other public/private sector partners 	<ul style="list-style-type: none"> Build on the successes and learnings from GTP2 to expand support to partners on high-impact results across a wide range of Deliverables Aggressive capacity building of MoA and other public/private sector partners 	<ul style="list-style-type: none"> Ministry of Agriculture functioning as a high-capability, high-impact organization with a downscaled ATA playing a backstopping role AT sharing tools and approaches with other parts of public sector before phasing out
Agriculture sector targets	<ul style="list-style-type: none"> Doubling in the total production of key staple crops from 2005 levels Growth of agricultural value addition by at least 8% per year, contributing to overall GDP growth rate of 11% per year A decline in the proportion of population in food poverty from 28% to 21% 	<ul style="list-style-type: none"> National cereal production sufficient for domestic consumption, opening of exports to regional markets Agricultural value addition and processing increases by at least 50% from 2010 A decline in the proportion of population in food poverty approaching or less than 20% 	<ul style="list-style-type: none"> Expanded exports of key commodities (i.e. cereals, pulses, livestock, etc.) to broader markets Increase in agricultural productivity, income, and value addition contribute to Ethiopia reaching middle income country status Proportion of population in food poverty approaching or less than 15% 	<ul style="list-style-type: none"> Productivity levels of key commodities approaching Asian & Latin American levels Sustainability of Increases in agricultural productivity and incomes firmly place Ethiopia in middle income country status Proportion of population in food poverty approaching or less than 10%

Although the ATA is a national organization, it begun its work by focusing on certain target value chains, geographies, and program areas

Value Chains

- Major activities in 2014
 - Tef
 - Wheat
 - Maize
- Targeted efforts in 2014
 - Sesame
 - Barley
 - Sorghum
- New activities in 2014
 - Livestock



Geographies

- High priority in 2013/14:
 - 60 Tef woredas
 - 56 Maize woredas
 - 48 Wheat woredas
- Secondary priority in 2014:
 - 12 Sesame woredas

Systems

- Seed
- Soil
- Cooperatives
- Input & Output Markets
- Research
- Extension
- Household Irrigation

Crosscutting Issues

- Gender Mainstreaming
- Climate Change & Environment
- Technology Access & Adoption
- Monitoring, Learning & Evaluation

Special Projects

- G8 New Alliance for Food & Nutrition Security
- ICT for Agriculture

In the 5 years since its inception, ATA has made considerable progress, moving from initial strategic beginnings to making an impact on the ground

ATA's first two years focused strongly on strategy at the Federal level

From its initial set up, ATA:

- Leveraged its analytical horsepower and strategic positioning to support policy dialogue and design
- Worked primarily with the Ministry of Agriculture at Federal level

Early example: ATA Seed Proclamation:




- The proclamation passed in 2002 outdated and did not reflect changing industry
- ATA supported MoA and other partners to finalize a process that had taken nearly 4 years
- This has achieved greater space for private sector engagement throughout the industry, as well as an expansion of Direct Seed Marketing (DSM) pilot to provide farmers more choices

ATA now supports diverse partners at both Federal and Regional levels

Today, ATA has evolved in three key ways:

1. ATA has diversified our partners beyond just the Federal MoA, working directly with the regions to support implementation on the ground
2. ATA has established the Agricultural Transformation Agenda which (a) sets our scope and (b) comprehensively monitors the responsibilities of ATA its our partners
3. ATA has established five key working modalities for achieving our deliverables, from high level planning and monitoring, right down to implementation

Concepts similar to the Transformation Agenda have worked well in a number of Asian countries during their first wave of development

	 Taiwan (1950s – 80s)	 Malaysia (1960s – 80s)	 South Korea (1960s – 80s)
Objective	<ul style="list-style-type: none"> ▪ Increase production of foodstuffs and improve the living conditions for farmers 	<ul style="list-style-type: none"> ▪ Expand export-orientation through diversification of higher value commodities 	<ul style="list-style-type: none"> ▪ Secure self-sufficiency through increasing agricultural production and rural livelihood
Focus areas	<ul style="list-style-type: none"> ▪ Strengthening the performance of various agricultural focused national and provincial organizations by engaging young intelligentsia ▪ Establishing new system and process, and organizations for relevant and transformational areas 	<ul style="list-style-type: none"> ▪ Enhancing research on high yielding crop varieties, especially through adoption of improved technologies ▪ Create access to capital intensive inputs particularly irrigation and post and pre-harvest technologies ▪ Establish market linkages through setting up free trade zones 	<ul style="list-style-type: none"> ▪ Improving research and extension system for farmers and ▪ Promoting large agro- industrial and manufacturing enterprises by designing rural development programs, setting-up of rural industrial estates and export processing zones
Implementation approach	<ul style="list-style-type: none"> ▪ Established the Joint Commission on Rural Reconstruction to value add and accelerate cooperation 	<ul style="list-style-type: none"> ▪ Established Performance Mangement and Delivery Unit for ensuring effective accountability 	<ul style="list-style-type: none"> ▪ Established the Economic Planning Bureau to lead implementation and monitor progress of stakeholders
Result achieved	<ul style="list-style-type: none"> ✓ Agricultural production increased from 15% to 109% by commodity ✓ Investment rose from 5 % to more than 30% boosting ✓ Export/ GDP ratio increased from 10% to 41% ✓ GDP /capital grew from ≈ \$ 1,359 to ≈ 8,000 \$ with 6.17% annual increase 	<ul style="list-style-type: none"> ✓ Became the lead exporter of palm oil and various processed agro-products globally ✓ Manufactured goods as a percent of total exports climbed from 5% to 60% ✓ GDP/capital grew from ≈ \$ 120 to ≈ 960 \$ with an annual 5.4% increase 	<ul style="list-style-type: none"> ✓ Agricultural production more than doubled and self-sufficiency in rice ✓ Investment rose from 4 % to more than 35% boosting ✓ Export/ GDP ratio increased from 1% to more than 30% ✓ GDP/Capital grew from ≈ \$ 883 to ≈ 6,000 \$ with an annual 6.8% increase

Experiences in other countries contextualized to create the “Transformation Agenda” concept in Ethiopia with three main activities seen as critical for success

	Description
I Clearly defining and Planning for a Transformation Agenda	<ul style="list-style-type: none">✓ Identifying and prioritizing transformational deliverables & interventions✓ Developing and aligning on implementation targets, milestones, activities, resources and roles/responsibilities of different actors
II Effective implementation	<ul style="list-style-type: none">✓ Identifying the most effective implementation modality✓ Developing detailed action plans✓ Securing required financial, human and other resources to implement✓ Real time problem solving of issues emerging during implementation✓ Ensuring policy and strategic alignment with national objectives
III Robust and accurate performance management	<ul style="list-style-type: none">✓ Joint monitoring and reporting for strengthened accountability and✓ Performance evaluation against targets/milestones and provision of timely feedback✓ Provision of effective support and high level decision to keep deliverables/interventions on track

ATA provides specific types of support in each of the key areas to successfully deliver the Transformation Agenda Deliverables

		Description of key approach
II	I Defining and Planning for a Transformation Agenda	<ul style="list-style-type: none"> ATA engages with senior policy makers and key stakeholders to identify and prioritize transformational deliverables and align on specific interventions implementation targets and milestones
	Strategy and policy input	<ul style="list-style-type: none"> ATA works with partners to develop strategic recommendations to identify systemic bottlenecks, synthesize recommendations and design implementation plan ATA provides inputs on policies recommendations and regulations to senior policy makers on sector, sub-sector or commodity related issues
	Effective implementation	<ul style="list-style-type: none"> ATA provide timely support to partners who are implementing transformational deliverables that includes (i) strategic/analytical problem solving, (ii) capacity building, (iii) program/project management, and (iv) stakeholder alignment and coordination
III	Catalytic interventions	<ul style="list-style-type: none"> ATA takes joint responsibility for specific deliverables by providing project management leadership to undertake pilots and initial scale up of interventions, and; undertakes sustained capacity building to transition ownership of interventions to public sector partners within the system
	Performance Management	<ul style="list-style-type: none"> Support weekly, monthly, quarterly and annual reporting that allows policy makers to address any issues in real-time

A number of different stakeholders have been engaged to ensure broad ownership of the Transformation Agenda during GTP1

Actor	Role in implementation of the Transformation Agenda
Agricultural Transformation Council	<ul style="list-style-type: none"> • Provide ownership and leadership on the Transformation Agenda • Set the strategic direction on vision and key deliverables • Oversee progress and ensure accountability against objectives
Public sector Agriculture orgs. (Ministry of Agriculture, RBoAs, EIAR, FCA, etc.)	<ul style="list-style-type: none"> • Own and implement on select deliverables in areas of responsibility • Ensure alignment and linkages with relevant ongoing initiatives • Coordinate interventions across Transformation Agenda Deliverables and with the activities of other Ministerial sectors
Other public sector (MoT, MoI, EGTE, etc.)	<ul style="list-style-type: none"> • Possibly some implementation responsibility on some Deliverables • Ensure coordination of interventions across Transformation Agenda and with other broader economy wide investments and activities
Non-government partners (NGOs, private sector, etc.)	<ul style="list-style-type: none"> • Engage in interventions or provide feedback and expert support where the organization has relevant expertise or comparative advantage
Development Partners	<ul style="list-style-type: none"> • Provide strategic input and linkages to international best practices • Provide funding support to execute Transformation Agenda deliverables
Agricultural Transformation Agency (ATA)	<ul style="list-style-type: none"> • Strategic support on plan and design of transformation agenda deliverables • Support implementation of Deliverables • Track and report progress of deliverables to senior policy makers

The Transformation Agenda approach in Ethiopia has been to address some but not all bottlenecks in the agriculture sector

What the Transformation Agenda is..

- ✓ A mechanism to address a prioritized set of systemic bottlenecks and transformational deliverables that may constrain the achievement of specific targets
- ✓ Owned overall by the Agricultural Transformation Council and the Ministry of Agriculture
- ✓ Implemented by a variety of partners and stakeholders involved in planning, execution, capacity building and monitoring and evaluation
- ✓ Supported and tracked by the Agricultural Transformation Agency

What the Transformation Agenda is not ...

- ✗ A list of everything that needs to be done in the GTP period
- ✗ An attempt to solve every single systemic bottlenecks in every single area of the GTP
- ✗ Developed and promoted solely by a single organization
- ✗ A workplan that is intended to be implemented by single organization alone

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Performance of deliverables during GTP I

GTP II Transformation Agenda

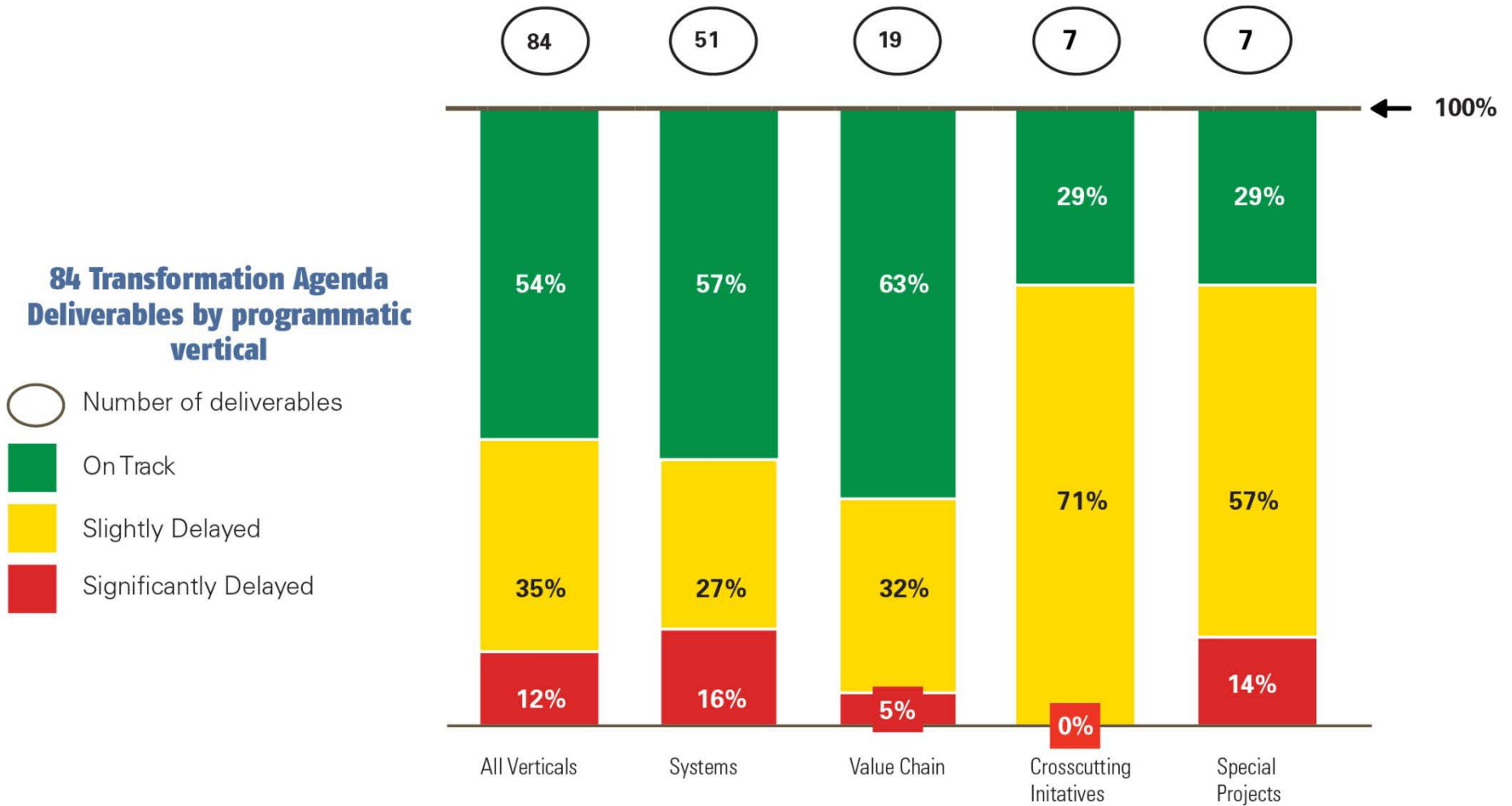
The role and value add of ATA

Appendix

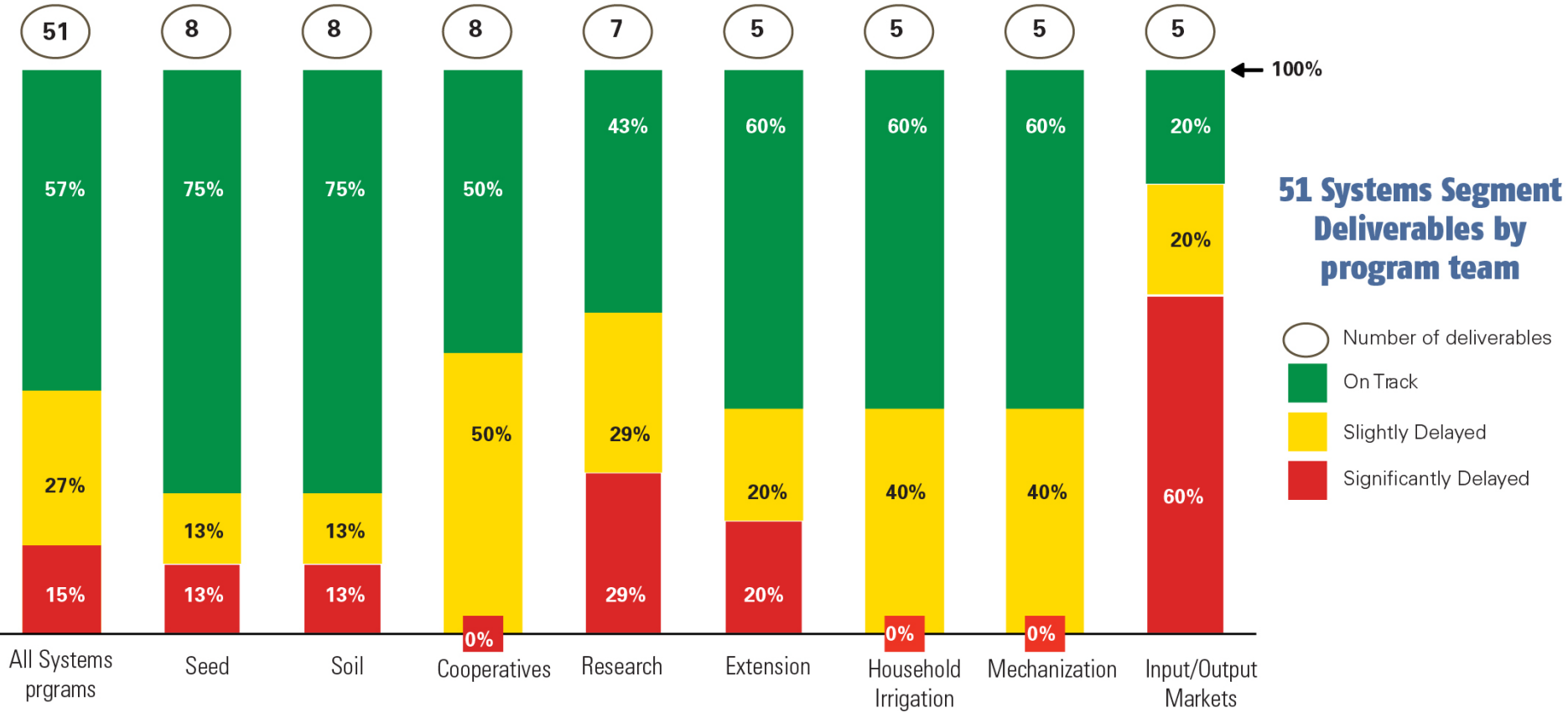
During GTP1, the Agriculture Transformation Agenda has included 84 Deliverables in 16 distinct program areas

1. **Seed:** Develop & release Seed Sector Strategy
2. **Seed:** Strengthen federal and regional Seed Regulatory system
3. **Seed:** Refine direct seed marketing to over 100 woredas
4. **Seed:** Strengthen seed value chain
5. **Seed:** Strengthen Community Based Seed Production (CBSP)
6. **Seed:** Strengthen capacity of seed producers
7. **Seed:** Undertake genetic restoration of key crops
8. **Soil:** Develop and release soil sector strategy
9. **Soil:** Initiate and complete soil fertility and soil atlas
10. **Soil:** Establish fertilizer blending plants and promote usage
11. **Soil:** Develop fertilizer recommendation scheme
12. **Soil :** Develop and scale up use of ISFM packages
13. **Soil:** Promote lime usage for acidic soils
14. **Soil:** Develop vertisol management technology packages
15. **Soil:** Develop Conservation Agricultural technology package
16. **Coops:** Develop and release cooperative sector strategy
17. **Coops:** Reform coops policies & regulations
18. **Coops:** Design and launch advanced certification system
19. **Coops:** Strengthen cooperative audit structure
20. **Coops:** Pilot commission-based output marketing system
21. **Coops:** Transform Ardaita into Center of Coop Excellence
22. **Coops:** Provide organizational capacity building to FCUs
23. **Coops:** Build storage capacity of FCUs for output marketing
24. **IO Markets:** Set up agricultural market information system
25. **IO Markets:** Develop incentivization schemes for strategic crops
26. **IO Markets:** Strengthen warehouse receipt environment
27. **IO Markets:** Implement Rural Financial Services (RFS) strategy
28. **IO Markets:** Implement contract farming platform
29. **Research:** Develop and release a Research Sector Strategy
30. **Research:** Operationalize Ethiopian Agricultural Research Council
31. **Research:** Develop technology release guidelines
32. **Research:** Establish CoEs for commodities research
33. **Research:** Develop national researcher training program
34. **Research:** Develop national capacity to use biotechnology tools
35. **Research:** Identify agricultural technologies and strengthen R&D
36. **Extension:** Develop and release a Extension Sector Strategy
37. **Extension:** Support refinement of DA career path & incentives
38. **Extension:** Strengthen FTC functionality criteria/upgrades
39. **Extension:** Build ADPLAC capacity
40. **Extension:** Develop & scale-up ICT-led extension service delivery
41. **HHI:** Develop and release Household Irrigation Strategy
42. **HHI:** Support HHI Value chain in 21 AGP woredas
43. **HHI:** Support enforcement of national irrigation pump standards
44. **HHI:** Conduct shallow groundwater mapping
45. **HHI:** Improve irrigation pump supply chain and procurement system
46. **Tef:** Develop and release Tef Value Chain strategy
47. **Tef:** Develop and release Rice Value Chain strategy
48. **Tef:** Test and scale up "TIRR" productivity package
49. **Tef:** Implement integrated Tef interventions in key geographies
50. **Tef:** Enhance Agricultural Research institutions breeding capacity
51. **Wheat:** Develop and release Wheat Value Chain strategy
52. **Wheat:** Develop and release Barley Value Chain strategy
53. **Wheat:** Implement integrated wheat interventions in key geographies
54. **Wheat:** Integrate partners to expand EGTE wheat purchase
55. **Wheat:** Design and implement rust management system
56. **Wheat:** Improve malt barley production and market linkages
57. **Maize:** Develop and release Maize Value Chain strategy
58. **Maize:** Develop and release Sorghum Value Chain strategy
59. **Maize:** Implement integrated maize interventions in key geographies
60. **Maize:** Expand access of Quality Protein Maize through R&D
61. **Pulses/Oilseeds:** Develop and release Sesame Value Chain strategy
62. **Pulses/Oilseeds:** Implement integrated cropping system
63. **Pulses/Oilseeds:** Develop strategy to integrate chickpea/pulses crops
64. **Pulses/Oilseeds:** Implement integrated sesame interventions
65. **Gender:** Mainstream gender priorities into policies and frameworks
66. **Gender:** Enhance MoA & RBoAs to implement gender mainstreaming
67. **Gender:** Implement project for women's leadership in cooperatives
68. **Climate & Environment:** Enhance and expand use of agro-met info
69. **Climate & Environment:** Mainstream climate into all deliverables
70. **TAA:** Develop and release Agricultural Mechanization strategy
71. **TAA:** Facilitate linkages between technology suppliers and operators
72. **TAA:** Facilitate promotion of pre and post-harvest machinery
73. **TAA:** Partner with other countries to facilitate technology transfer
74. **TAA:** Engage intl. design firm to develop/pilot innovative row planter
75. **MLE:** Strengthen MoA/BoA-PPD to enhance existing PM&E systems
76. **MLE:** Develop 2nd Generation GTP-ATP sector strategy
77. **MLE:** Develop Performance Indicator Handbook for sector
78. **Special Projects:** Develop a national strategy on ICT in agriculture
79. **Special Projects:** Complete institutional survey and web-portal
80. **Special Projects:** Develop and scale up ICT-based information system
81. **Special Projects:** Develop and scale up Input Tracking System
82. **Special Projects:** Strengthen/implement G8 New Alliance Framework
83. **Special Projects:** Develop Tef Intl. Market Access(TIMa) initiative
84. **Special projects:** Design Agricultural Commercialization Clusters project

Transformation Agenda Performance: By all program verticals



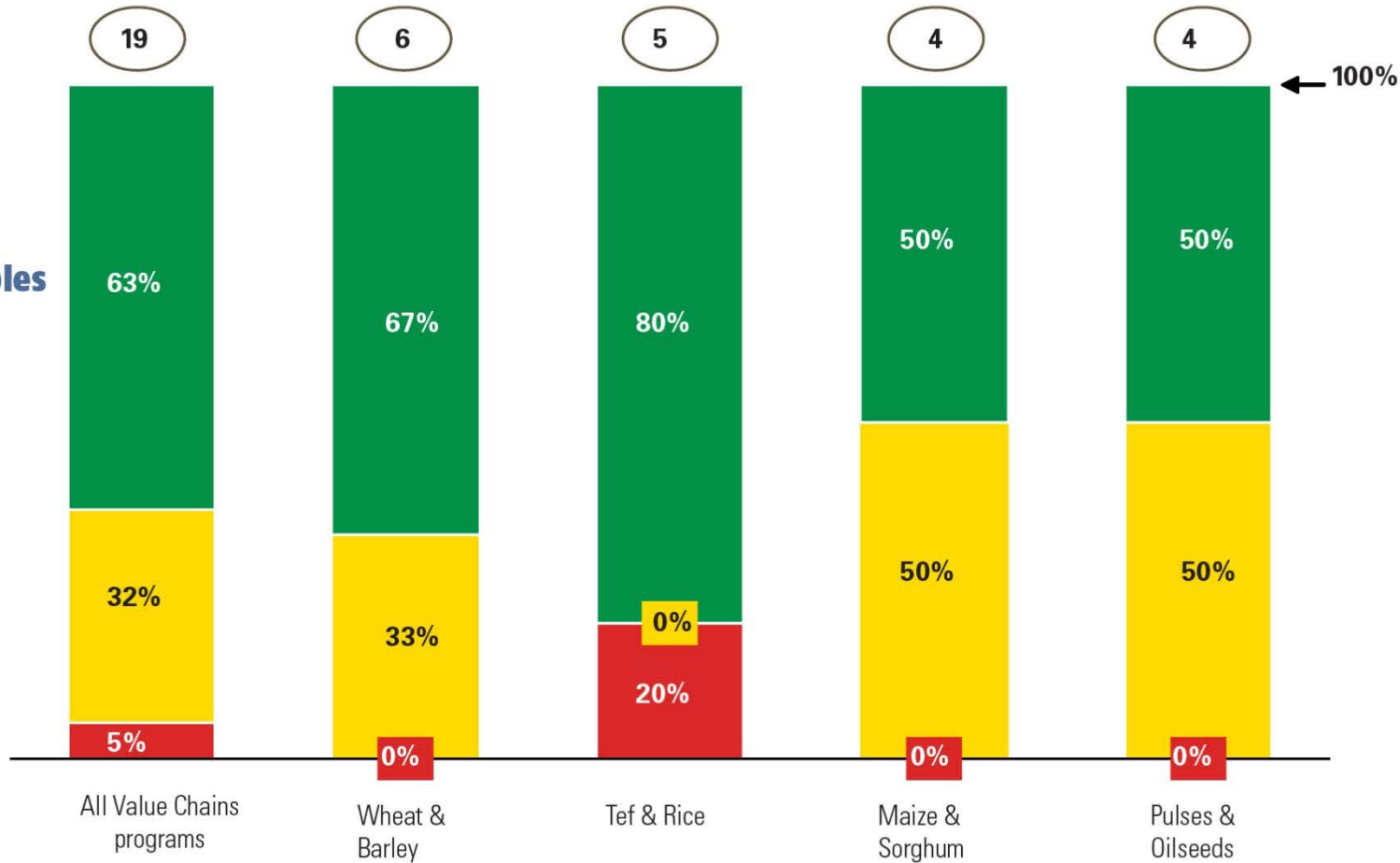
Transformation Agenda Performance: By Systems Vertical



Transformation Agenda Performance: By Value Chains Vertical

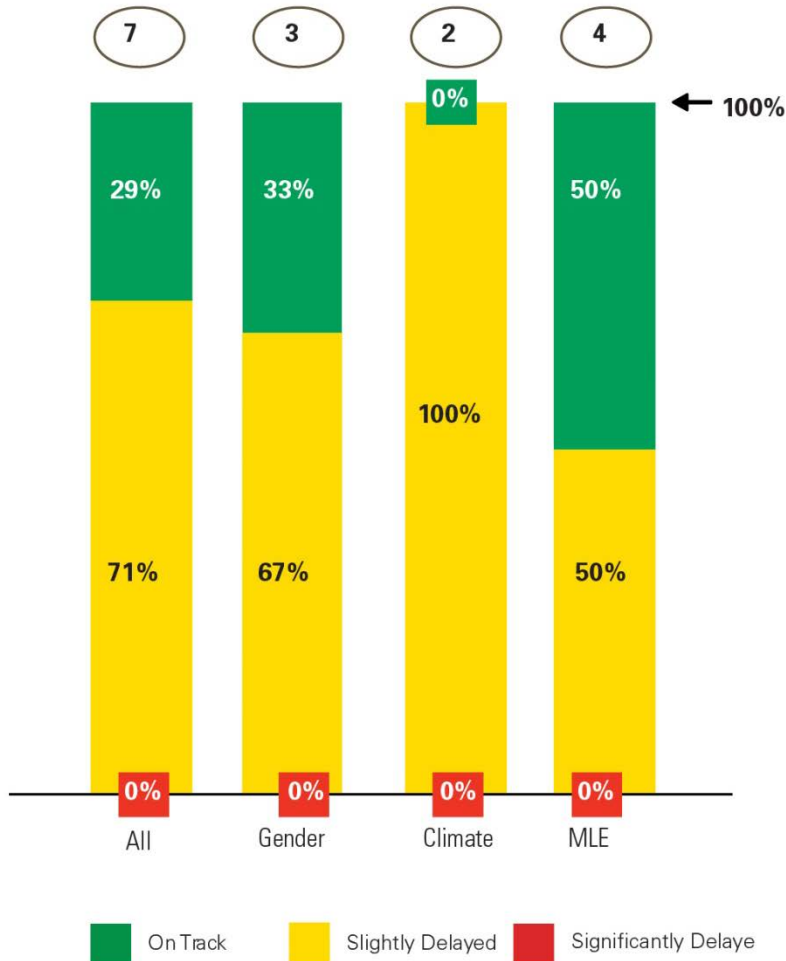
19 Value Chain Deliverables by program team

- Number of deliverables
- On Track
- Slightly Delayed
- Significantly Delayed

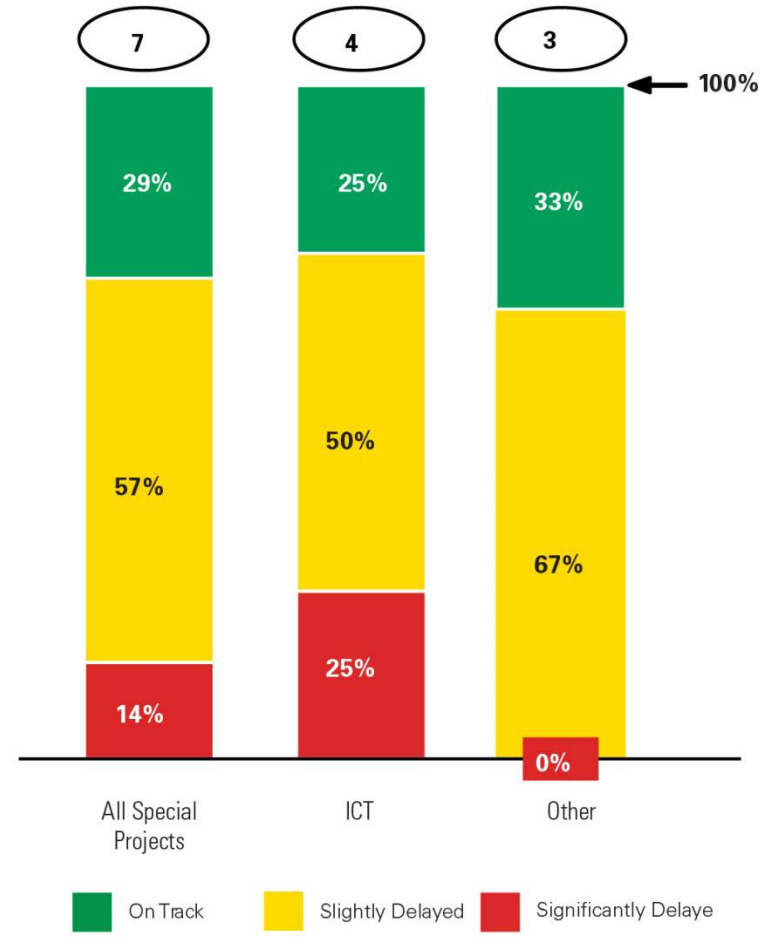


Transformation Agenda Performance: By Cross Cutting Initiatives and Special Projects verticals

7 Crosscutting Initiatives Deliverables by program team



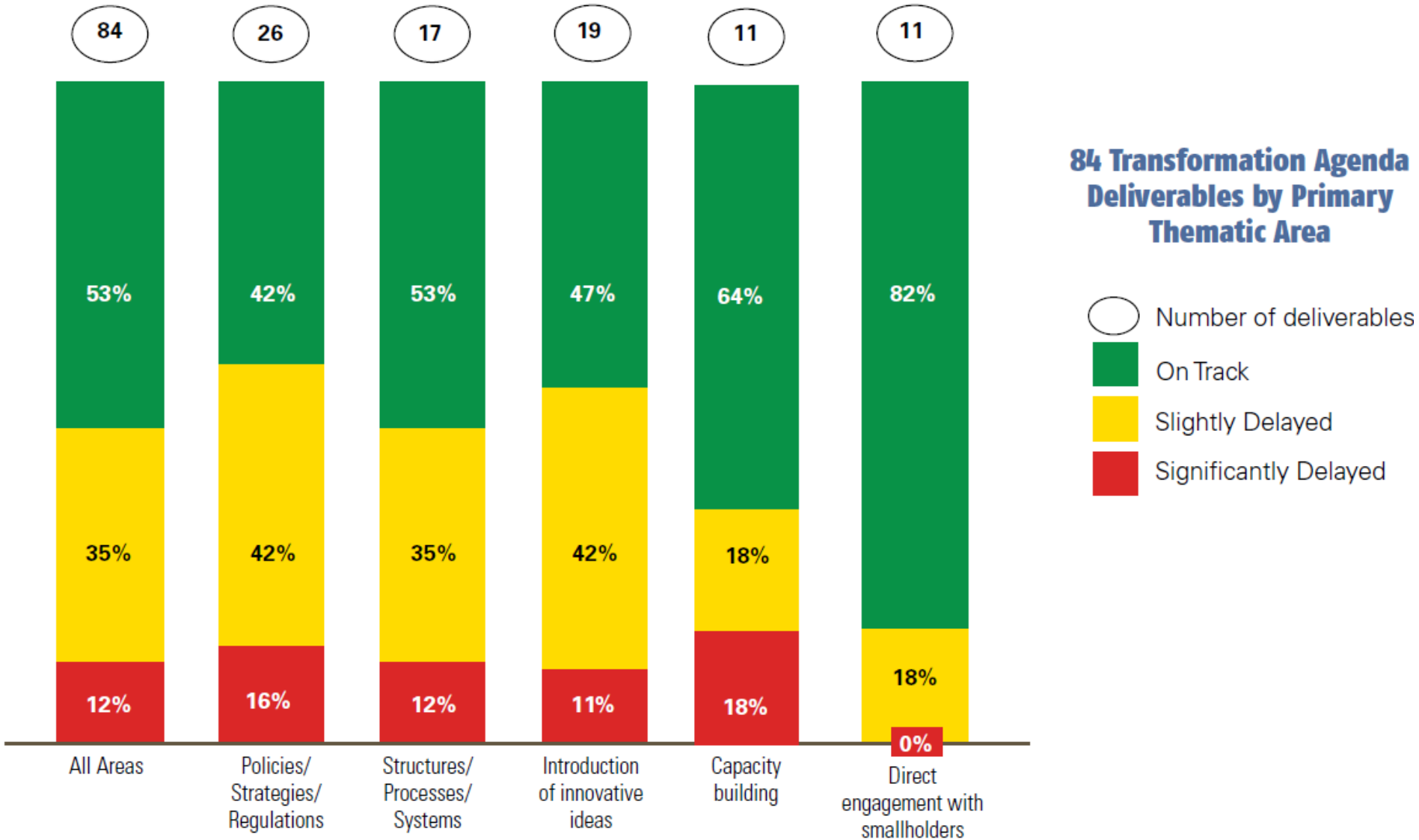
7 Special Projects Deliverables by program team



○ Number of deliverables

○ Number of deliverables

Transformation Agenda Performance: By primary thematic area



Transformation Agenda Performance: Overall performance table

Achievements of Transformation Agenda Deliverables by Primary Thematic Area

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Prioritized deliverables within the Transformation Agenda in GTP I have shown substantial result to initiate agricultural transformation (1/2)

	Objective of the projects	Key milestones achieved
<p>Tef, Improved Seed Variety, Row Planting, Reduced Seed Rate (TIRR)</p>	<ul style="list-style-type: none"> Identify and scale - up the use of new agronomic practices (TIRR package) that can increase the production and productivity of smallholder farmers 	<ul style="list-style-type: none"> 70% productivity increase was recorded over the national CSA averages in both 2012 and 2013 by farmers who utilized the new technologies Trained 6.54m smallholder farmers with 2.2 million farmers adopting the technology
<p>Ethiopian Soil Information Systems (EthioSIS) and Fertilizer blending</p>	<ul style="list-style-type: none"> Identify nutrient status in agricultural soils and develop soil fertility maps Develop balanced fertilizer formulas and initiate local production 	<ul style="list-style-type: none"> Completed soil fertility analysis for 455 woredas (86% of the plan) in Amahra, Oromiya, Tigray and SNNP Developed balanced fertilizer recommendations and initiated local fertilizer blending Conducted demonstration for 40,000 farmers to popularize and shifted fertilizer use from two nutrient based application to eight blended fertilizer types

Prioritized deliverables within the Transformation Agenda in GTP I have shown substantial result to initiate agricultural transformation (2/2)

	Objective of the projects	Key milestones achieved
<p>Interactive Voice Response and SMS System (IVR/SMS System)</p>	<ul style="list-style-type: none"> Leveraging mobile technology to disseminate tailored agricultural information for small holder farmers on key aspects of production and market access 	<ul style="list-style-type: none"> Content developed & made available on mobile phones on i) agronomic practices ii)input application including irrigation iii) access to credit and iv) Post harvesting Over 7.2 million calls have been received and 1.1 million callers registered into the system
<p>Agricultural Input Voucher Sales System</p>	<ul style="list-style-type: none"> Create access to credit through expanding credit outlet channels Introduce voucher credit system to streamline the flow of funds 	<ul style="list-style-type: none"> 82 woredas covered by the voucher scheme, reaching 1.9 million farmers 3.1 billion ETB of inputs sold using vouchers Zero default on loans in Amhara pilot and improved collection of cash System scaled up in Amhara and piloting in Tigray, SNNP and Oromia

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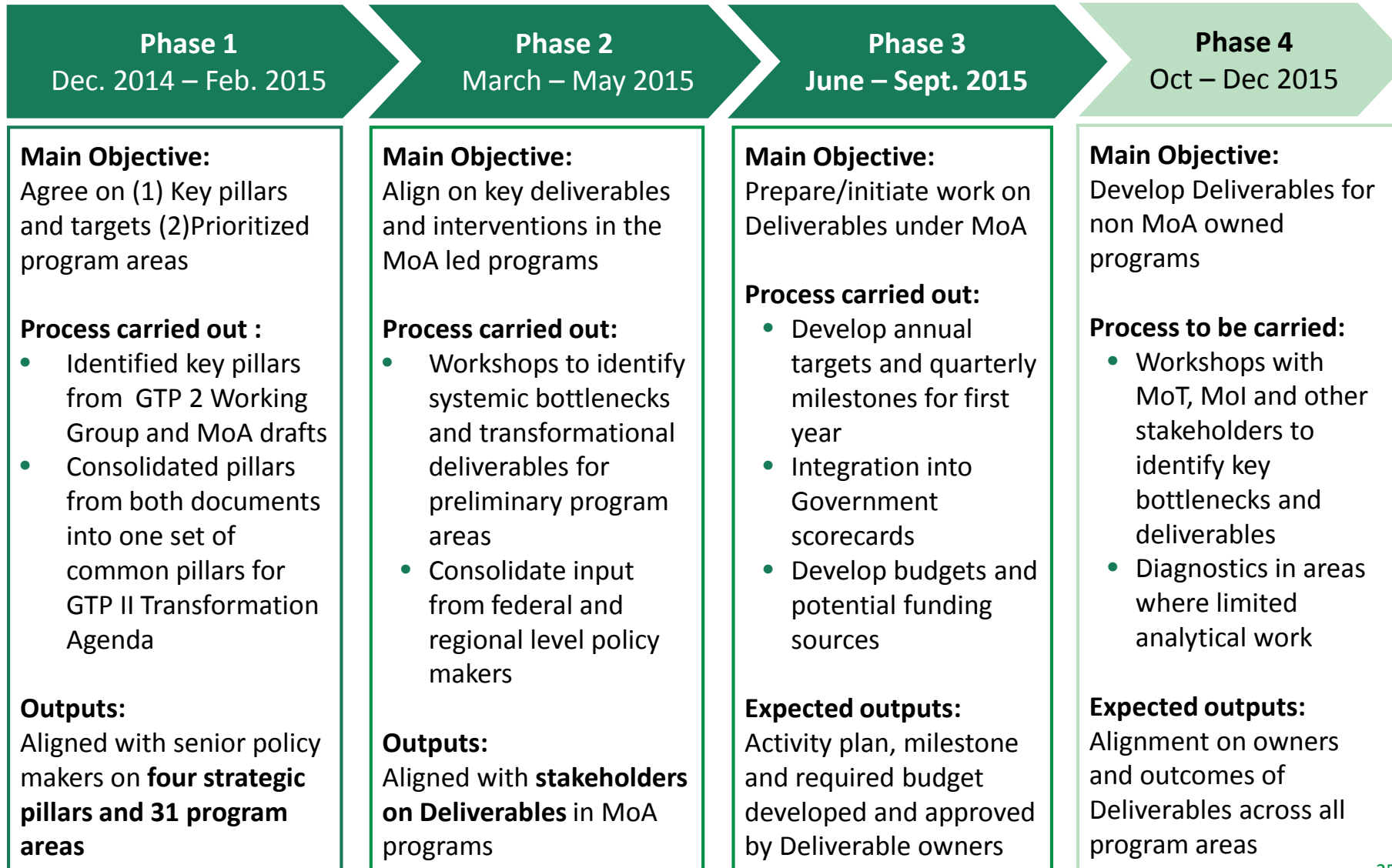
Performance of deliverables during GTP I

GTP II Transformation Agenda

The role and value add of ATA

Appendix

A four step process is being undertaken to engage effectively with all key stakeholders to develop the Agricultural Transformation Agenda for GTP II



The outputs of the GTP II Agriculture and Rural Development Working Group and GTP II documents from the MoA identify four main pillar objectives

2nd Growth and Transformation Plan 2015 to 2020: seeks to achieve 4 inter-related strategic objectives for agricultural transformation



1 Increase agricultural productivity and production of both crops and livestock with a focus on strategic crops (important for food security, as industrial inputs and for exports) and high value commodities

2 Strengthen commercial orientation to increase marketed agricultural produce and exports

3 Ensure environmentally sustainable and inclusive agricultural growth and national food security

4 Increase institutional capacity for implementation

The Agricultural Transformation Agenda for GTP2 is will be developed across 30 key program areas within four strategic pillars

Pillars of the Transformation Agenda		30 program areas		“Anchor” Deliverable	
1 Increase crop and livestock production and productivity	Crops	<ul style="list-style-type: none"> Seed supply and distribution Fertilizer supply & distribution 	<ul style="list-style-type: none"> Crop protection and health 	The Agricultural Commercialization Cluster Initiative as a means of integrating the solutions within the 30 Program areas. Focus on measurable impacts on smallholder farmers working on specific high priority commodities in clearly identified geographies.	
	Livestock	<ul style="list-style-type: none"> Livestock breed and genetic improvement 	<ul style="list-style-type: none"> Livestock feed and feeding Livestock health 		
	Crops & livestock	<ul style="list-style-type: none"> Demand-driven research Market-oriented extension 	<ul style="list-style-type: none"> Rural finance Mechanization 		
2 Commercial orientation of smallholder agriculture and market development		<ul style="list-style-type: none"> Market services & infrastructure Food safety, quality, assurance & traceability Aggregation and storage Cooperative development 	<ul style="list-style-type: none"> Agro-processing & value addition Domestic & export market development Private medium and large scale farm development 		
	3 Environmental sustainable and inclusive growth and national food security	NRM and Food Security	<ul style="list-style-type: none"> Soil health and fertility Rural land use & administration Climate change adaptation & mitigation 		<ul style="list-style-type: none"> Irrigation and drainage Watershed & forestry development Bio-diversity
		Inclusive Growth	<ul style="list-style-type: none"> Gender equality Nutrition 		<ul style="list-style-type: none"> Targeted livelihood support (for selected population groups)
4 Enhance implementation capacity		<ul style="list-style-type: none"> ICT for agricultural services Organizational and human resources capacity 	<ul style="list-style-type: none"> Evidence-based planning and M&E Private sector in agriculture 		

Deliverables have been defined for 16 program areas with the development of deliverables in the other 14 program areas remaining

Program areas with transformation deliverables defined

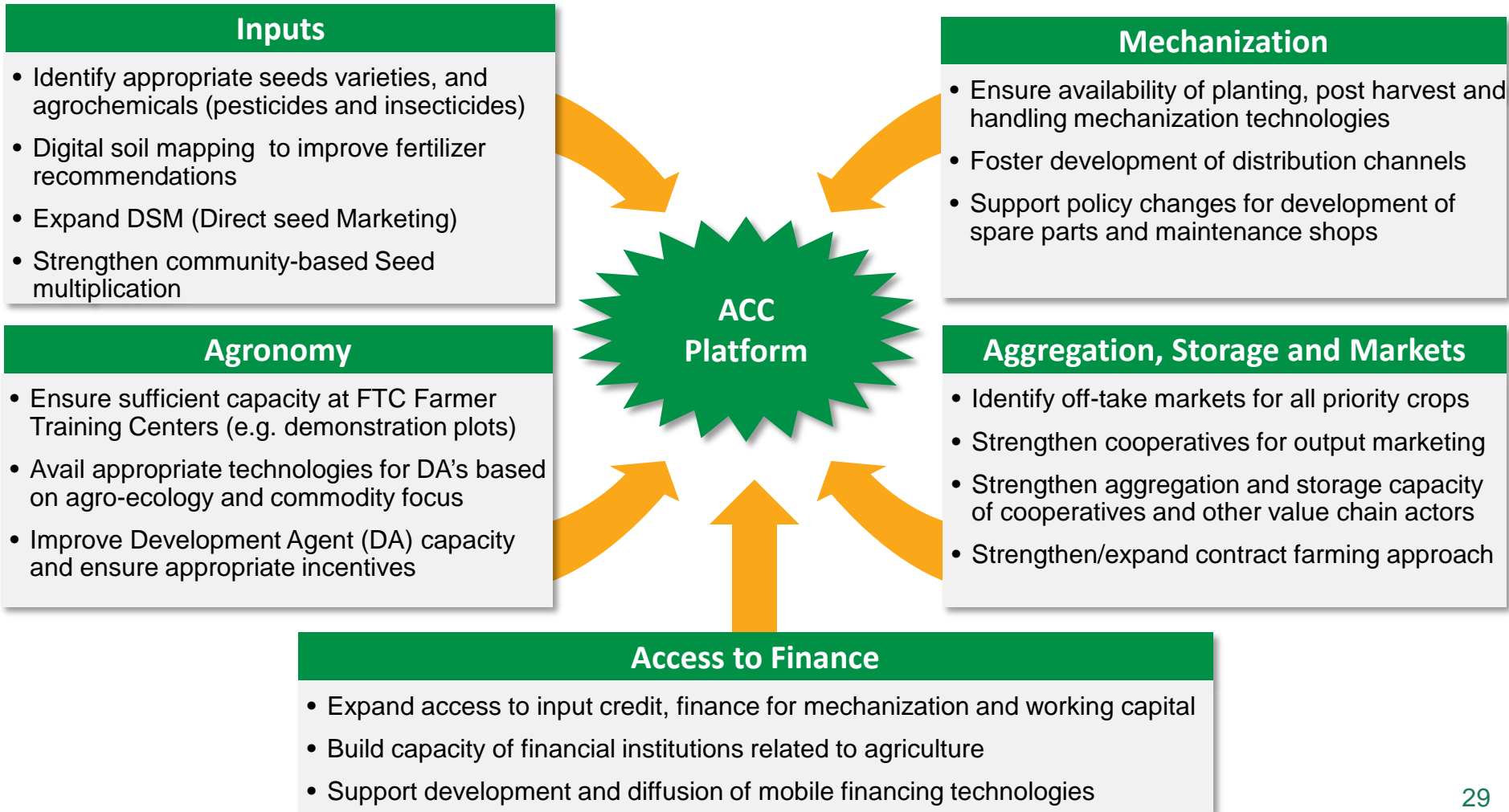
1. Seed supply and distribution
2. Crop protection and health
3. Fertilizer supply and distribution
4. Livestock breed and genetic improvement
5. Livestock feed and feeding
6. Livestock health
7. Demand driven research
8. Market oriented extension
9. Mechanization
10. Cooperative development
11. Private medium and large scale farm development
12. Soil health and fertility
13. Irrigation and drainage
14. Climate change adaptation and mitigation (mainstreamed)
15. Gender equality (mainstreamed)
16. Evidence-based planning and M&E

Defining transformation deliverables requires further consultation/analysis

1. Rural Finance (consultation)
2. Market services and infrastructure (requires further consultation)
3. Food safety, quality assurance and traceability (consultation)
4. Aggregation and storage (consultation)
5. Agro-processing and value addition (consultation)
6. Domestic and export market development (consultation)
7. Rural land use and administration (new area)
8. Watershed and forestry development (new area)
9. Bio-diversity (new area)
10. Targeted livelihood support (new area)
11. Nutrition (new area)
12. ICT for agricultural services (consultation)
13. Organizational and human resource capacity (new area)
14. Private sector in agriculture and agri-business (new area)

The Agricultural Commercialization Clusters (ACC) will be the “anchor Deliverable” where all Transformation Agenda deliverables will be integrated

Examples of Transformation Agenda Deliverables that will be integrated in the ACCs



Overall, the Agricultural Transformation Agenda seeks to achieve eight results that contribute directly to GTP2

Increased Crop and Livestock Production and Productivity

1. Accelerated adoption of productivity enhancing technologies by smallholder farmers
2. Enhanced efficiency of input use with consideration for climate change issues

Commercial orientation of smallholder agriculture and market development

3. Increased investment in agricultural value addition by various types of actors
4. Improved competitiveness of selected agricultural commodities within domestic and global value chains

Environmentally sustainable and inclusive agricultural growth

5. Improved enabling environment for smallholder farmers to invest in enhanced natural resource management and climate smart agriculture
6. Enhanced capacity across multiple dimensions to address specific concerns of rural households with particular constraints (women, youth, food insecure, and pastoralists)

Enhanced Implementation Capacity

7. Efficient institutional arrangements and capacity in place with enhanced capacity to implement and monitor GTP2 activities and targets

Anchor Deliverable: Agricultural Commercialization Clusters

8. Tight integration of transformational deliverables in select geographies to accelerate the transition of smallholder farmers from subsistence to commercial orientation while ensuring environmental sustainability and inclusiveness

Some critical next steps are underway to effectively launch the Transformation Agenda in GTP-II

1

Initiate implementation of Transformation Agenda programs under supervision of MoA/RBoAs

- ✓ Deliverable “Owners” at State Minister or Head of Public sector Agency level and “Implementation coordinators” at Director level engaged on deliverable activities
- ✓ Development partners engaged to align current and future investments with the Transformation Agenda
- ✓ Private sector and other implementation partners engaged to leverage a broader set of non-traditional partners and expand collaboration opportunities

2

Engage broader set of partners to develop Deliverables from programs outside of MoA/RBoA

- ✓ Public sector stakeholders in affiliated sectors such as Trade, Industry, Forestry engaged to refine Deliverable within remaining program areas
- ✓ Deliverable “Owners” at State Minister or Head of Public sector Agency level and “Implementation coordinators” at Director level identified for all Deliverables
- ✓ Sub-deliverables, milestones, targets and annual workplans developed for all deliverables

3

Expand alignment of planning and resource mobilization

- ✓ Deliverable owner/implementer to establish realistic annual targets for GTP2 and quarterly milestones for the first year
- ✓ Owners/implementers of each Deliverable determine the type and amount of resources necessary
- ✓ Engagement with Ministry of Finance and Regional Bureaus of Finance to identify government resources available for Deliverables
- ✓ Engagement with development partners

4

Roll out reporting and performance management mechanisms

- ✓ Each Deliverable implementation coordinator trained on weekly online report mechanism
- ✓ Deliverable owners provide timely review of weekly updates and lead monthly meetings with Deliverable owners
- ✓ Deliverable implementers provide inputs for quarterly updates to the PM & Transformation Council. ATA consolidate report and Deliverable owners participate in Council meeting to report on progress.

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The role and value add of ATA

Appendix

ATA provides specific types of support in each of the key areas to successfully deliver the Transformation Agenda Deliverables

		Description of key approach
I Defining and Planning for a Transformation Agenda		<ul style="list-style-type: none"> ATA engages with senior policy makers and key stakeholders to identify and prioritize transformational deliverables and align on specific interventions implementation targets and milestones
	II Effective implementation	<p>Strategy and policy input</p> <ul style="list-style-type: none"> ATA works with partners to develop strategic recommendations to identify systemic bottlenecks, synthesize recommendations and design implementation plan ATA provides inputs on policies recommendations and regulations to senior policy makers on sector, sub-sector or commodity related issues
	<p>Partner support</p> <p>Catalytic interventions</p>	<ul style="list-style-type: none"> ATA provide timely support to partners who are implementing transformational deliverables that includes (i) strategic/analytical problem solving, (ii) capacity building, (iii) program/project management, and (iv) stakeholder alignment and coordination ATA takes joint responsibility for specific deliverables by providing project management leadership to undertake pilots and initial scale up of interventions, and; undertakes sustained capacity building to transition ownership of interventions to public sector partners within the system
III Performance Management		<ul style="list-style-type: none"> Support weekly, monthly, quarterly and annual reporting that allows policy makers to address any issues in real-time

ATA continues to face challenges in three broad areas as it seeks to contribute to Ethiopia's agricultural transformation Agenda

Area	Risk level	Observations/comments	
Operational	<ul style="list-style-type: none"> Hybrid staffing model 		<ul style="list-style-type: none"> Managing mix of diaspora and international staff with local staff
	<ul style="list-style-type: none"> Managing a fast growing organization 		<ul style="list-style-type: none"> Growing pains of putting systems and processes in place for an organization that has grown to nearly 350
Programmatic	<ul style="list-style-type: none"> Being opportunistic versus being strategic 		<ul style="list-style-type: none"> Being opportunistic was appropriate initially but becoming more systematic on how/where we work
	<ul style="list-style-type: none"> Focusing on the right number of levers 		<ul style="list-style-type: none"> Becoming more selective in taking on new requests from donors , MoA and Transformation Council
	<ul style="list-style-type: none"> Balancing transformational vs. consultative approach 		<ul style="list-style-type: none"> Constant struggle to be consultative and humble but not caught up in the traditional bureaucracy
Strategic	<ul style="list-style-type: none"> Support from senior policy makers 		<ul style="list-style-type: none"> Strong support from Prime Minister, Ministry of Agriculture, Regions and Transformation Council
	<ul style="list-style-type: none"> Relationship with implementing partners 		<ul style="list-style-type: none"> Resistance and misunderstanding occur frequently with various public sector partners. Strong donor relations.
	<ul style="list-style-type: none"> Space for innovation and true transformation 		<ul style="list-style-type: none"> Increasing space and appetite from policy makers for more transformational ideas
	<ul style="list-style-type: none"> Managing expectations 		<ul style="list-style-type: none"> Continued challenges in managing the high expectations many have of ATA's role in transformation

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Transformation Agenda: Seed Program Area

Vision & Objectives

Vision

To develop an innovative, sustainable, market-led and multi-sector seed system that effectively contributes to improvement of farmers' livelihood

Objectives

General objective: To ensure gender sensitive, environmental friendly effective demand based delivery of quality assured seed to end-users in sufficient quantity through multiple channels at proper time, place and affordable price.

Specific objectives:

- Ensure sufficient volume of seed is produced across varieties, seed class and agro-ecologies
- Create demand based and demand oriented vibrant market with multi-channel seed distribution approach.
- To strengthen structures and mechanisms to enforce seed quality control/assurance

Prioritized Deliverables and Owners

Prioritized Deliverables	Owner
1 Develop a vibrant and competitive seed sector by strengthening the enabling environment and incentivizing investments across the entire seed supply chain	State Minister for Agriculture Development sector
2 Strengthen federal/regional seed regulatory capacity, finalize structural reforms and legal frameworks to meet international standards	State Minister for Agriculture Development sector

Sub-deliverables & implementation coordinators

Deliverable 1: Develop a vibrant and competitive seed sector by strengthening the enabling environment and **incentivizing investments across the entire seed supply chain**

High Priority Sub-deliverables	Implementation Coordinator
1.1 Create enabling environment for the operation of Plant Breeder Right (PBR) to implement royalty for crop varieties	<ul style="list-style-type: none"> • MoA-Plant Variety Release, protection and Seed Quality Control Directorate
1.2 Facilitate access to finance and other support for national public and private seed producers and distributors	<ul style="list-style-type: none"> • MoA-IMD, • BoA-IM process,
1.3 Build a competitive seed marketing system (e.g. Scale up Direct Seed Marketing and other models) across geographies & crops	<ul style="list-style-type: none"> • MoA-IMD, ATA (in order of priority) • BoA-IM process, ATA
1.4. Build capacity and operating model for Community Based Seed Production (CBSPs) including expansion into new product types	<ul style="list-style-type: none"> • ATA/FCA • ATA/RCA
1.5. Facilitate evidence based decision making through information exchange and dialogue on strategic seed sector issues	<ul style="list-style-type: none"> • MOA-IMD • BOA in put process

Sub-deliverables & implementation coordinators

Deliverable 2: Strengthen federal/regional seed regulatory capacity, finalize structural reforms and legal frameworks to meet international standards

High Priority Sub-deliverables	Implementation Coordinator
2.1. Finalize reform and strengthen seed certification capacity at regional levels.	<ul style="list-style-type: none"> • Plant Health Quality Control Directorate Director • RBOA, Regional regulatory authority heads : for Amhara seeds & other A/I/Q/C/Q/Authority, Oromia BOA-I/Q/C/Utilization process owner, SNNPR A/I/Q/C/Q/Authority, Tigray BOA Deputy head
2.2. Develop and harmonize implementation of seed laws, regulations, directives and guidelines across regions and propose standards.	<ul style="list-style-type: none"> • Plant Health Quality Control Directorate Director
2.3. Enhance federal variety release, protection and certification capacity	<ul style="list-style-type: none"> • Plant Health Quality Control Directorate Director
2.4. Enhance service coverage and seed law enforcement of certification agencies across all seed producers, distributors , facilitators and mandated geographies	<ul style="list-style-type: none"> • Plant Health Quality Control Directorate Director • Regional regulatory authority heads : for Amhara seeds & other A/I/Q/C/Q/Authority, Oromia BOA-I/Q/C/Utilization process owner, SNNPR A/I/Q/C/Q/Authority, Tigray BOA Deputy head

Indicators & rationale

Deliverable 1: Develop a vibrant and competitive seed sector by strengthening the enabling environment and incentivizing investments across the entire seed supply chain

High Priority Sub-deliverables	Indicators or Targets	Rationale (optional): how does the sub-deliverable contribute to the Deliverable
<p>1.1 Create enabling environment for the operation of Plant Breeder Right (PBR) to implement royalty for crop varieties</p>	<ul style="list-style-type: none"> Royalty fee payment system initiated (yes/no) # of research centers that decentralized EGS seed production Number and type of institutions producing EGS # of coordinating entities established at federal and regional levels to enforce contracts 	<ul style="list-style-type: none"> Vibrant seed market is a function of amount and diversity of potential crop varieties to the farmer. PBR is an incentive to enable the operation of a dynamic crop variety development and utilization and contributes for a competitive seed sector. Thus preliminary works must be exercised before a full implementation of royalty fee as outlined in the activity section.
<p>1.2 Facilitate access to finance and other support for national public and private seed producers and distributors</p>	<ul style="list-style-type: none"> Number and type of producers/distributors benefited from arranged finance credit 	<ul style="list-style-type: none"> Financial access enable seed producers to meet logistical, infrastructural, skill, etc requirements to produce and deliver environment friendly, quality seed timely at competitive price and narrow the existing wide gap between demand and supply.

Cont.... Indicators & rationale

Deliverable 1: Develop a vibrant and competitive seed sector by strengthening the enabling environment and incentivizing investments across the entire seed supply chain

High Priority Sub-deliverables	Indicators or Targets	Rationale (how the sub deliverable contributes to deliverable)
1.3 Build a competitive seed marketing system (e.g. Scale up Direct Seed Marketing and other models) across geographies & crops	<ul style="list-style-type: none"> • # of Woredas engaged in DSM, • Directive for relaxed seed market developed • Types of crops covered by DSM • # of Woredas with at least one commercial farm center 	<ul style="list-style-type: none"> • Strong seed sector is measured by its responsiveness to fill demand gaps in type of varieties,, quantity and timeliness of supply at affordable price. Those indicators can be met by exercising competitive market principles.
1.4. Build capacity and operating model for Community Based Seed Production (CBSPs) including expansion into new product types	<ul style="list-style-type: none"> • # of institutions (coops /groups) accredited by regulatory body • # of institutions (coops/groups) that multiply different types of seeds/seedlings by type • # of women members in CBSPs 	<ul style="list-style-type: none"> • CBSPs are best suited to understand local variety and seed demands, look for niche markets and address wider crop portfolio than any of the producers in the country may not cover. Building these institutions will enable to address these issues sustainably and contribute to fill the national seed demand and supply gap.
1.5. Facilitate evidence based decision making through information exchange and dialogue on strategic seed sector issues	<ul style="list-style-type: none"> • Federal seed council launched and operationalized (Yes/No) • # of PPP platform organized 	<ul style="list-style-type: none"> • Seed forums are tools for information exchange among actors of the sector and contribute to refine strategic issues. • Such information allow to scale up best practices and present refined strategic issues to decision makers that strengthen the seed sector

Indicators & rationale

Deliverable 2: Strengthen federal/regional seed regulatory capacity, finalize structural reforms and legal frameworks to meet international standards

High Priority Sub-deliverables	Indicators/ targets	Rationale (optional): how does the sub-deliverable contribute to the Deliverable
2.1. Finalize reform and strengthen seed certification capacity at regional levels	<ul style="list-style-type: none"> Restructured regulatory processes/directorate to authority No. of testing protocols introduced and scaled up # of technical officers trained on seed certification # of training and testing centres established 	<ul style="list-style-type: none"> Strong regulators are measured by their ability to make rational decisions and capacity to run their activity by their own resources within the time frame. Timely decisions are highly linked to managerial and resource autonomy. Reforms realize such autonomy allowing regulators to have self managed resource and exhaustive capacity building lead to timeliness of certification.
2.2. Develop and harmonize implementation of seed laws, standards, regulations, directives and guidelines across regions	<ul style="list-style-type: none"> # of crop standards and technical guidelines developed or revised # of procedures harmonized 	<ul style="list-style-type: none"> We are thriving towards global seed market. We are still behind in fetching revenue from our plant diversity that can be put on global market in form of improved seed. Global seed market requires harmonized seed certification procedures that can be achieved through harmonizing of laws, standards, directives & guidelines. Harmonizing legal frameworks further requires implementation at grass root level. This will enable us to fulfill proficiency requirements of international standards and join global trade.

Indicators & rationale






Deliverable 2: Strengthen federal/regional seed regulatory capacity, finalize structural reforms and legal frameworks to meet international standards

High Priority Sub-deliverables	Indicators/ targets	Rationale (optional): how does the sub-deliverable contribute to the Deliverable
2.3. Enhance federal variety release and protection capacity	<ul style="list-style-type: none"> • Revised directive document • # of active variety release committee members • # of new institutions become member of the committee • # of DUS/NPT stations established • # of foreign varieties registered for protection 	<ul style="list-style-type: none"> • The federal PVP directorate is currently very infant to carry out its mandates given by law because it lacks logistic, infrastructure and HR capacity thus delegate responsibility to researchers. Strengthening the directorate ensures building trustworthy VCU tests and impartial release and protection system that serves the public and private research equally.
2.4. Enhance service coverage and seed law enforcement of certification agencies across all seed producers, distributors, facilitators and mandated geographies	<ul style="list-style-type: none"> • # of institutions subdued for certification rules, • # of male and female trainees on laws and regulation related training 	<ul style="list-style-type: none"> • Strong certification institution is characterized by its ability to address seed quality control issues to the wider beneficiaries. The country is suffering by non quarantined planting materials/seeds exchange locally and abroad that led to dissemination of plant pest and diseases due to the weakness of these regulators to make inventories of potential services. Achieving targets of this sub-deliverable can lead us to meet the deliverable mission of strengthening the regulatory standard service.

Activities and schedule of implementation

Deliverable 1: Develop a vibrant and competitive seed sector by strengthening the enabling environment and **incentivizing investments across the entire seed supply chain**






SD 1.1: Create enabling environment for the operation of Plant Breeder Right (PBR) to implement royalty for crop varieties

Activities	Timeline					Main output
	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	
Activity 1: Assign coordinating entities at federal and regional levels to make aware and monitor enforcement of contractual agreements						
Activity 2: Introduce demand-based production through the introduction of digital/online platform so that contractual arrangements among all producers is expedited						
Activity 3: Design models to avail adequate finance for research and seed producers for EGS multiplication						
Activity 4: implement Royal fee collection and allocation directive to allow research recover part of its cost through royalty and license agreement payments						
Activity 5. Decentralize and expand EGS production beyond research center locations to competitive CBSPs, private and public seed producers.						

Activities and schedule of implementation

Deliverable 1: Develop a vibrant and competitive seed sector by strengthening the enabling environment and **incentivizing investments across the entire seed supply chain**

SD 1.2: Facilitate access to finance and other support for public and private seed

Activities	Timeline					Main output
	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	
Activity 1: Conduct training for producers and financial institutions , technical and seed business management skills						
Activity 2: Support producers in developing bankable business plans and facilitate access to finance						
Activity 3. Facilitate producers' access to infrastructure and land through different schemes						
Activity 4: Introduce policy reforms and/ or enhance implementation of existing ones to attract investment						
Activity 5: Promote entrepreneurship in the seed sector.						

Activities and schedule of implementation

Deliverable 1: Develop a vibrant and competitive seed sector by strengthening the enabling environment and **incentivizing investments across the entire seed supply chain**

SD 1.3: Build a competitive seed marketing system (e.g. Scale up Direct Seed Marketing and other models) across geographies & crops

Activities	Timeline					Main output
	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	
Activity 1: Design effective and accountable seed demand assessment model by networking MOA-IMD and BOA with producers	▶					
Activity 2: Enhance capacity of seed producers to popularize and promote crop varieties		▶				
Activity 3: Develop and popularize directive for the regulation of agricultural input marketing and distribution		▶				
Activity 4: Continue refining direct seed marketing model to enhance effectiveness and sustainability – integrating with voucher-based sales system and include other inputs beyond seeds		▶				
Activity 5: Enhance the capacity of marketing agents through targeted programs		▶				

Activities and schedule of implementation

Deliverable 1: Develop a vibrant and competitive seed sector by strengthening the enabling environment and **incentivizing investments across the entire seed supply chain**






SD 1.4: Build capacity and operating model for Community Based Seed Production (CBSPs)

Activities	Timeline					Main output
	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	
Activity 1: Establish and strengthen seed unions in the target regions including to improve access to seed production inputs, pre and post-harvest materials, standard warehouse and irrigation infrastructure.		▶				
Activity 2: Enable targeted CBSPs to be EGS self-sufficient.		▶				
Activity 3: Undertake study on options to strengthen CBSP to expand into new product type such those related to climate smart agriculture and implement recommendations		▶				
Activity 4: Enable seed producer cooperative farmers able to practice environment friendly and modern seed production and post-harvest handling techniques.		▶				
Activity 5: Improve the leadership and governance capacities of all targeted CBSPs		▶				

Activities and schedule of implementation

Deliverable 1: Develop a vibrant and competitive seed sector by strengthening the enabling environment and **incentivizing investments across the entire seed supply chain**

SD 1.5. Facilitate evidence based decision making through information exchange and dialogue on strategic seed sector issues

Activities	Timeline					Main output
	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	
Activity 1. identify and document best seed forum across the board						
Activity 2: Establish National seed council(NSC) at federal level						
Activity 3. Develop directive to establish , manage and institutionalize seed forums						
Activity 4. Establish, strengthen and institutionalize federal/regional seed core team/forum						
Activity 5. Establish, strengthening and institutionalize PPP forum .						

Activities and schedule of implementation

Deliverable 2: Strengthen federal/regional seed regulatory capacity, finalize structural reforms and legal frameworks to meet international standards

SD 2.1: Finalize reform and strengthen seed certification capacity at regional level

Activities	Timeline					Main output
	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	
Activity 1. Introduce and scale up new testing protocols/automation operations, equip with facilities and enhance technical capability of regulators		▶				
Activity 2. Conduct standardized and chained quality control from pre-basic to certified 1 of potential varieties to develop domestic field inspection and laboratory testing operating model		▶				
Activity 3. Construct and equip additional seed labs in representative agro-ecologies meeting ISTA standards		▶				
Activity 4. Automate the certification system with ICT supported techniques while enhancing ICT capacity in logistic and HR		▶				
Activity 5. Finalize regional regulatory reform		▶				

Activities and schedule of implementation

Deliverable 2: Strengthen federal/regional seed regulatory capacity, finalize structural reforms and legal frameworks to meet international standards

SD 2.2: Develop and harmonize implementation of seed laws, regulations, directives and guild lines across regions

Activities	Timeline					Main output
	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	
Activity 1. Develop proposal for standards for planting materials of quality of fruits,/tubers, GOT, seed health, etc..	▶					
Activity 2. Conduct accreditation of National Seed Laboratory to ISTA standards	▶					
Activity 3. Implement and evaluate QDS certification system to identify its contribution to the seed sector	▶					
Activity 4. Recurrently evaluate field inspection and laboratory testing efficiency of regional certification agencies to ensure harmonization through SQC platform	▶					
Activity 5. Up date and finalize variety release directive, PBR law. Regulation ,field/laboratory testing procedures and create awareness	▶					

Activities and schedule of implementation

Deliverable 2: Strengthen federal/regional seed regulatory capacity, finalize structural reforms and legal frameworks to meet international standards






SD 2.3: Enhance federal variety release and protection capacity

Activities	Timeline					Main output
	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	
Activity 1. Identify and characterize local varieties for QDS registration and production		▶				
Activity 2. Develop consensus on Plant Variety Protection(PVP) across decision makers and development partners.	▶					
Activity 3 . Establish testing fields/stations for DUS and NPT at federal level managed by regulatory directorate of MOA		▶				
Activity 4. Reform and strengthen federal variety release and registration to authority level incorporating other Plant Health Regulatory directorates		▶				
Activity 5. Link the federal Variety release and protection to international quality standard organizations		▶				

Activities and schedule of implementation

Deliverable 2: Strengthen federal/regional seed regulatory capacity, finalize structural reforms and legal frameworks to meet international standards

SD 2.4: Enhance service coverage and seed law enforcement of certification agencies across all seed producers, distributors, facilitators and mandated geographies

Activities	Timeline					Main output
	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	
Activity 1. Create legal unit within the regulatory authorities to enhance their enforcement capacity						
Activity 2. Conduct detailed inventory of seed producers, distributors, facilitators in the seed sector						
Activity 3. Enhance awareness of regional legal officers on available seed legal frameworks. and regulatory experts on national laws pertinent to legal decision making .						
Activity 4. Identify entry points of illegal seed trade and implement control mechanisms						
Activity 5. Develop and implement mechanism to ensure rejected field and seed lots are out of the distribution system						

Possible risks and mitigation actions

Deliverable 1: Develop a vibrant and competitive seed sector by strengthening the enabling environment and **incentivizing investments across the entire seed supply chain**

Sub deliverable	Possible risk / assumption	Proposed mitigation action
1.1. Operationalize Plant Breeder Right (PBR) to implement royalty for crop varieties	<ul style="list-style-type: none"> Limited land in most research centers may not allow them to meet growing demand Financial and infrastructural constraints within research may limit level of EGS expansion Allocation of EGS is skewed toward s public enterprises 	<ul style="list-style-type: none"> Allow competent private producers including CBSPs to engage in EGS production MoA-BoAs to inclusively allocate EGS to effectively meet the demand of other producers besides PSEs Encourage research centers to expand their production site by contracting with other producers Allow research to recover part of their cost through the introduction of royalty and license agreement payments made with producers
1.2. Facilitate access to finance and other support for public and private seed producers	<ul style="list-style-type: none"> Limited awareness of policy makers Equitable access to resources 	<ul style="list-style-type: none"> Create wider awareness to policy makers Establish robust support system
1.3. Build a Competitive seed distribution and marketing system (scale-up Direct Seed Marketing) across geographies and crops	<ul style="list-style-type: none"> As marketing of seeds is seasonal, might note be an attractive business for marketing agents. Thus, agent won't have the incentive to invest on storage and other facilities 	<ul style="list-style-type: none"> Allowing certified agents to market other inputs beyond seeds such as fertilizer, pesticide, et. This will encourage agents to dedicate long-term investments and improve ease of accessing inputs by farmers
1.4. Build capacity and operating model for Community Based Seed Production (CBSPs)	<ul style="list-style-type: none"> Budget shortage 	<ul style="list-style-type: none"> Design projects and submit to potential donors

Possible risks and mitigation actions

Deliverable 2: Strengthen federal/regional seed regulatory capacity, finalize structural reforms and legal frameworks to meet international standards

Sub deliverable	Possible risk / assumption	Proposed mitigation action
2.1. Finalize reform and strengthen seed certification capacity at regional levels	<ul style="list-style-type: none"> In the reform processes of Oromia regulatory, the top decision makers willingness and commitment might delay. 	<ul style="list-style-type: none"> To strongly work on Amhara and SNNPR regulatory authorities to show Oromia officials that autonomy can improve the certification efficiency and present success to Oromia decision makers.
2.2. Develop and harmonize implementation of seed laws, standards, regulations, directives and guidelines across regions	<ul style="list-style-type: none"> In harmonization efforts, regional states may create some delays during implementation process until trust is build among them. Particularly, this is critical when seed is marketed across regions. 	<ul style="list-style-type: none"> Develop trust among regional top decision makers organizing inter-regional states experience sharing
2.3. Reform and enhance federal variety release and protection capacity	<ul style="list-style-type: none"> PVP launching in Ethiopia needs greater commitment of top decision makers. Other wise, it may create some delay. 	<ul style="list-style-type: none"> Organize successive meeting to give sufficient information on PVP top management of MOA Widen consultation opportunity for PVP partners` taskforce organized by reg. directorate of MOA, ATA, CIMMYT and ISSD.
2.4. enhance service coverage and seed law enforcement of certification agencies across all seed producers, distributors , facilitators and mandated geographies	<ul style="list-style-type: none"> There may be reluctance from NARS side to cooperate with regulatory authorities to certify their EGS seeds and Reluctance of NARS to provide morphological descriptor for released varieties meant to support field inspection procedures 	<ul style="list-style-type: none"> Organize consultative workshop with research centers Enforce unwilling research centers through legal procedures



Innovations to help our country grow