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WINROCK INTERNATIONAL ETHIOPIA



Ethiopian Management of Participatory Opportunities for Women in Extension and Research Project (EMPOWER)

Funded through a Cooperative Agreement with USAID/Ethiopia

ANNUAL PROGRESS REPORT

(August 1997 to September 1998)

ANNUAL WORK PLAN

(October 1998 to September 1999)

December 1998

**Federal Democratic Government of Ethiopia
United States Agency for International Development
Winrock International Institute for Agricultural Development**

A



Winrock International

Working with people to build a better world increasing agricultural productivity and rural employment while protecting the environment

Winrock International Institute for Agricultural Development
38 Winrock Drive
Morrilton Arkansas 72110 9370 USA
Phone 501 727 5435
Fax 501 727 5242
Email information@winrock.org
Web Site www.winrock.org

December 15, 1998

Ms Carell Laurent
USAID/Ethiopia
Riverside Building
P O Box 1014
Addis Ababa, Ethiopia

Re 1997-98 Annual Progress Report and 1998-99 Work Plan

Dear Carell

Enclosed is Winrock International Ethiopia's EMPOWER program's first annual progress report covering the period August 1997 to September 1998, and annual work plan, for the period October 1998 to September 1999. This report is being submitted to you per the Cooperative Agreement between Winrock International and USAID. A copy is also being sent to USAID, CDIE/DI, Washington, DC 20523-1802.

This report is the result of a joint collaborative effort between Dr. Wudnesh and the EMPOWER staff in Ethiopia and Winrock's US-based program advisory staff. Dr. Wudnesh will assume responsibility for this report next year.

Please accept my apologies for the tardiness of this report. If you have any questions, or require further information, please do not hesitate to contact Dr. Wudnesh or myself.

Regards,

Chris Kopp
Program Officer

cc Sarah Tisch, Winrock International
Henk Knipscheer, Winrock International
Pierre Antoine, Winrock International
Maggie Range, Winrock International
Dr. Wudnesh Hailu, Program Coordinator, EMPOWER
Meg Brown, USAID/Ethiopia
Carolyn Eldridge, USAID/Ethiopia
USAID, CDIE/DI,
Washington, DC 20523-1802

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A INTRODUCTION

The Ethiopian Management of Participatory Opportunities for Women in Extension and Research Project (EMPOWER), is a five year project resulting from the fruitful cooperation between the Federal Democratic Government of Ethiopia (FDRE), the United States of America, and Winrock International and responds directly to, and supports, USAID/Ethiopia's *Strategic Objective 1 Increased availability of domestically produced food grains*. The project addresses the constraints to production, processing and storage. EMPOWER was designed in close collaboration and interaction with Ethiopians working in government, agricultural policy, women's issues, agricultural education and rural poverty. The program is partially based on Winrock's African Women Leaders in Agriculture and Environment (AWLAE) program in several East African countries, and its On-Farm Productivity Enhancement Program (OFPEP). Blending elements of both these programs, EMPOWER is tailored to meet Ethiopian's expressed needs, and will provide strengthening of selected educational institutions and will work especially with women farmers using the OFPEP approach already being implemented in certain parts of Ethiopia.

This approach will emphasize

- the production and productivity gains to be achieved by women farmers,
- the technology needs of rural households to reduce postharvest and processing food losses,
- the need for qualified women extension agents to disseminate information to and learn by doing with rural households,
- the curriculum, information, and human resource needs of educational institutions responsible for training extension agents,
- the need to foster an enabling environment that encourages well-trained women (young) professionals in agriculture and related fields and assume leadership roles in Ethiopia.

The focus of project activities will be on Ethiopian women as managers of household and agricultural technologies, as well as women who do or could provide leadership in government, education, and the private sector relevant to program objectives. In the short term, EMPOWER focuses on intermediate results that directly contribute to helping achieve food security, particularly at the household level. For the longer term objective of empowering women in agriculture, EMPOWER will train women professionals, strengthen academic institutions, introduce programs and foster professional environments that promote effective working relationships between men and women to ensure future food security in ways that are environmentally sustainable.

The Cooperative Agreement between USAID/Ethiopia and Winrock International was signed on July 31, 1997. Winrock International became an officially recognized (*by the Federal Democratic Government of Ethiopia*) international Non-Governmental Organization on January 14, 1998. An amendment to the Cooperative Agreement was signed on September 8, 1998.

This document presents the EMPOWER Annual Progress Report (August 97 to September 98) and the Annual Work Plan for the second year of the project (October 98 to September 99). Although the Cooperative agreement between USAID and Winrock International was signed in July, Winrock was not able to officially begin project implementation until after the registration process was completed in January. Much of the work since that time has been setting the groundwork necessary for successful implementation of the program and the achievement of EMPOWER goals and objectives. The sections that follow provide an overview of the EMPOWER strategy and the individual strategies.

associated with the program's two principal components. For this first year of implementation, the annual progress report will focus largely on the achievements of Winrock International Ethiopia (EMPOWER) as a whole program, and not refer specifically to program components -- agriculture and training. However, the 1998-99 Annual Work Plan will present the activities and expected objectives of each of the two components. Table 1 provides an overview of the anticipated regional and national level workshops expected to be executed during the year. Table 2 presents an illustrative life of project scholarship plan, and Table 3 charts the implementation of program activities over the year. Figure 1 shows the organizational structure of the EMPOWER office.

B Overview of the EMPOWER Strategy

Ethiopia is food insecure. To improve food security, Ethiopia must increase its ability to produce, process, and store food grains at the household level. This can be achieved through multi-lateral concerted efforts that will deal with smallholder farmers at the grassroots level. This requires understanding the root causes of rural poverty and low productivity. Solomon (1994) lists the following reasons for the continued food insecurity among rural population in Ethiopia:

- Small and fragmented land holdings
- Shortage of draught animals
- Primitive agricultural technology
- Land tenure insecurity
- Natural resource degradation
- Lack of trained manpower and limited reach of extension support
- Lack of knowledge of the farming and production systems of rural communities by development agencies and policy makers
- Irrelevant and unrealistic rural development policies, problems in design and implementation of development policies
- Population explosion in rural communities
- War, civil unrest, etc

The factors touch all aspects of rural life including the inflow of resources from outside sources. The main components are the human resources (farmers), existing know-how (local farming systems), natural resource base, development programs and policies, and means and mode of technology transfer mechanisms.

Agriculture in Ethiopia needs new labor and timesaving technologies. But the numbers of men and women extension specialists and agents who could provide this service need to be upgraded and their institutions strengthened to sustain the human capital development needed. Even then, the role of rural women in agricultural production will remain central and critical. They need training, resources, and supporting institutions.

Emphasis on Rural Households

Improving the human resource base in rural communities requires introducing new ways of producing things, educating traditionally active producers, and bringing new force in to production activities. Rural women could play a crucial role in this effort. They provide more than 50% of the labor required to operate and manage farms. However, they have little additional time available to commit to new or more intensive agricultural production.

Given the extreme rural poverty, the activities, hopes, and dreams of rural women revolve around achieving food security, and earning income to provide health care and schooling for their children. Rural households need information and technical assistance to improve crop production and reduce post-harvest food crop losses, especially in storage and in food processing. Appropriate technology is needed to reduce the time spent on tasks best described as drudgery. Numerous studies document the various roles of rural women in agricultural production, including land preparation, planting, weeding, harvesting, and transporting to threshing, handling, and storing the grain after threshing.

For rural women to realize more control over their participation in agriculture -- both labor contributed and income gained from it -- they need relief from the myriad demands of their household responsibilities.

The number of diploma or degree-holding women in agricultural extension, home science/rural development, family science and the agricultural and rural social sciences is appallingly small. On average only 4% of agricultural extension workers are women throughout sub-Saharan Africa, it is estimated that this figure is even lower in Ethiopia. Existence of well-trained women at these levels could have remarkable impact on food security and household welfare. While the cultural bias against educating Ethiopian girls is not as great as in other places, the workloads of rural women often force them to enlist their daughters in household work, livestock care, crop production, postharvest processing, and marketing for household survival instead of investing in school.

Contributing to the problem is the lack of young women who are enrolled in science curricula, the few women employed in science-related positions, and the overall lack of role models for girls and young women. At all levels, many girls fail to complete their education, dropping out to help with household chores or because they feel the school environment is not safe. As there have been few studies on these issues, there is a general lack of knowledge about men's perceptions of the obstacles women encounter or of the degree of sensitivity to gender issues throughout the society. As a consequence, there is a lack of professional programs and organizations for women in science and a failure to address gender issues in the curricula of teachers' colleges and agricultural schools.

With the government's policy of promoting regionalism, there is a need for more trained women at the B.Sc. level, where they can acquire knowledge and skills necessary to address the farm as a unit. This, in turn, will affect the design and implementation of projects that focus on the needs of rural households and rural women. Such graduates could staff the institutions that prepare those who will work with rural households.

B 1 On-Farm Agricultural Resources Management Program Strategy

The On-Farm Agricultural Resources Management Program (ONFARM) is one of the two principal elements of the EMPOWER project. The underlying vision of the ONFARM program believes the use of better agricultural inputs and techniques supported by effective technical assistance is a reliable means for increasing the productivity of smallholder farmers to achieve food self-sufficiency and ensure social stability. ONFARM is a voluntary action-oriented program that identifies on-farm constraints to productivity and devises intervention projects that are affordable, adaptable, and sustainable to the target farm community through participatory approaches.

The strategy envisaged for the ONFARM program is centered on developing the human resource base, building the capacity of collaborating institutions, judicious utilization of local resources to improve productivity, improving or establishing efficient networking among smallholder farmers, extension agents, and researchers.

Smallholder farmers will be part of the study, problem identification, planning intervention initiatives, monitoring, and final evaluation. ONFARM ensures community participation and prior reliance on local resources by creating awareness among the local community concerning resources and indigenous knowledge. Community participation in program implementation is a strong indicator to the sustainability of development activities after project completion. The ONFARM component will work closely with the Ministry of Agriculture extension structure, peasant associations, community-based groups, and academic and research institutions. Principal elements of the ONFARM strategy include seed technology, soil fertility management, soil and water conservation, post-harvest production management, training, and networking and information exchange.

The modes of operation in implementing the ONFARM component of EMPOWER will be as flexible as possible to accommodate the policies of the government and address the real needs/problems of smallholder farmers. The target communities of ONFARM comprise smallholder farmers who receive minimal agricultural extension service and who could benefit most from ONFARM intervention projects. Improved agricultural technologies will be delivered to smallholder farmers in one, or combinations, of the following ways:

- *On-farm demonstrations*
- *Exchange visitations*
- *Formal training*
- *Other informal and formal means*

B 2 African Women Leaders in Agriculture and Environment Program Strategy (AWLAE)

This strategy for the Ethiopian AWLAE program draws upon 6 years of participatory design and implementation of the AWLAE program in six countries of East and West Africa. The AWLAE program is based on a conceptual framework for food security for Africa that is prefaced on

Reaching women farmers to enhance their productivity and improve rural households by

- *Preparing gender-sensitive women leaders who are committed to women farmers*
- *Building an enabling professional environment for women leaders*
- *Creating and strengthening sustainable institutions that serve women farmers*
- *Promoting effective working relationships among men and women to insure future food security that is environmentally sustainable*

The program builds on the premise that investment in African women's capabilities -- a critical yet frequently ignored resource -- will better serve rural households and female agriculturists in their quest for improved lives and food security.

More specifically, the program in Ethiopia focuses on the following four elements:

Preparing Women Leaders through short-term training in leadership and technology, and through long-term degree oriented training. There is an immediate and strong demand for scholarships at all levels, the B Sc level is critical. Presently, there is no institution in Ethiopia where women can obtain a B Sc in home science/rural development and family science, although Awassa College is expected to upgrade their present diploma level degree to a four-year BSc in the near future. The

EMPOWER program will provide scholarships to selected mid-career professionals to allow them to return to school to upgrade their capabilities to become more effective change agents for the Ministry of Agriculture. The program emphasis will be in the fields of Home Science/Rural Development and Family Science (Awassa College) and Agricultural Extension (Alemaya University). Scholarship support will also be provided to selected professionals for M Sc and Ph D degrees in related fields and would enable women to attend Southern African or Asian universities in the academic disciplines most critical for Ethiopian agriculture. Selected faculty members will also participate in this program to upgrade their skills and will contribute to increasing the quality of Ethiopian agricultural training.

Building an Enabling Environment in which professional women work with men to effect gender-sensitive policies, programs, and practices that help women farmers, including the development of formal institutional partnerships, male focus work groups, the creation of regional and national action committees, and implementing gender training and analysis.

Strengthening Sustainable Institutions through supporting and strengthening the Awassa College Home Science and Technology Department, establishing professional women's associations, and creating a mentoring program for young women.

Reaching Women Farmers through short-term training in leadership and technology, on-farm trials and demonstrations, and field days and farm visits.

C Results Framework

EMPOWER program activities fall under USAID's Strategic Objective (SO) 1 *'Increased availability of selected domestically produced food grains'*. The intent of the wording of this SO is "availability" at the market level, and although program activities will have an impact at this level, the issue of availability and food security should be addressed at the household level as well. EMPOWER will contribute directly to achievement of Strategic Objective I of USAID Mission to Ethiopia, i.e., *Increased availability of domestically produced food grains*, by directly addressing the constraints to food production, processing, and storage.

There are two intermediate results (IR) for which the EMPOWER program will provide data and information to USAID: IR 1 *Increased production and productivity of selected domestically produced food grains*, and IR 1.1 *Increased adoption of improved food grain production packages*. The indicator for IR 1 is the productivity of selected grains in target areas. The indicator description is the production of selected grain per hectare in the target areas (Grains to be measured will be identified once specific zones are selected). The unit of measure is metric tons per hectare. The indicator for IR 1.1 is households adopting improved packages as % of total farming households in target areas. The indicator description is the number of households adopting fertilizer, improved seeds, and other improved management practices divided by the total number of farming households in the target areas. The unit of measure for this indicator is the number and % of households.

Another possible IR (under IR 1.1) to measure EMPOWER program impact at the household level is *"Increased adoption of appropriate technologies adopted for household level food security"*. The indicators for this proposed IR would be the number of new technologies (technologies targeting post-harvest loss reduction through improved grain and seed storage, food preservation, processing, and storage techniques) available to targeted households in the project area, and the number of these technologies adopted by households. The indicator description is the number of new technologies

available in the target area and the number of households adopting the technologies. The units of measure for these indicators are the type and number of existing technologies, type and number of new technologies, and the number and % of households. We feel the adoption of this IR will be helpful in not only measuring the impact of the program's ONFARM component, but also the training component, and directly relates to the achievement of SO 1.

Possible indicators might include

- Increased # of women farmers' participation in ON-FARM extension packages/programs,
- Increased # of contact days/visits with female farmers,
- # of agricultural demonstrations for women farmers,
- # of technology demonstrations (production/post harvest),
- reduction in % of post harvest losses (storage and processing),
- # of technologies adopted,
- Increased % of yields in post harvest, and
- Increased # of female farmers who have received training in general extension services/technologies

EMPOWER staff will also identify and report on other indicators they feel relate to the achievement of the strategic objective and/or assists in evaluating the impact of program activities. However, these will be secondary to the indicators identified by USAID areas for monitoring and evaluating program activities.

At the present time USAID has not developed an intermediate result or indicator that will measure the impact of the EMPOWER's significant training program on achieving SO 1. Nonetheless, given the nature and objectives of the training program, there are some apparent direct linkages. By closely monitoring the training component we can extrapolate the impact on achieving SO1. Specifically for the EMPOWER scholarship program, upgrading the skills of mid-career Ministry of Agriculture extension agents (through BSc programs at Awassa College and Alemaya University) provides the selected candidates with exposure to new technologies and increased capacity to transfer to the rural population new and improved technology packages to increase crop production, reduce post-harvest loss and improve food processing and storage techniques. Underlying all their training will be tools of gender analysis, including the use of gender disaggregated data, community analysis, and participatory rural appraisal. EMPOWER will work closely with these students to identify field projects especially focused on women (*supported through EMPOWER*) that are closely tied to achieving IR 1 or 1.1. (The completion of these field projects is a pre-requisite for graduation.)

In addressing the shortage of women with advanced degrees, the first priority for the advanced degree programs will be selected women faculty members at the respective in-country agricultural training institutions. Therefore, by improving the skills, research capability, and competency of faculty members EMPOWER is directly improving their capacity to transfer this knowledge to students attending these agricultural training institutions. Other advanced degree candidates will acquire the knowledge and ability required to conduct on-farm research in improved crop production technologies. Advanced degree selection, and the selection of academic institutions will also be directly linked to the AID strategic objective. EMPOWER will ensure the orientation of research topics and class selection toward the objective of improving the availability of food grains at the market and household levels. In addition, these degree programs will expose students to new agricultural technologies and improved crop production/conservation techniques while at the same time increasing their applied research capacity.

Finally, gender is not specifically addressed under SO 1, however it is a crosscutting issue in all of AID's programs, and one on which USAID/Ethiopia is required to report. Women are the principal actors and beneficiaries in the EMPOWER program and the role of rural women in agricultural production is a central theme of the program. In fact, one of EMPOWER's principal counterpart ministries, and most vocal supporter, is the Ministry of Women's Affairs in the Prime Minister's Office. Given EMPOWER's significant focus and impact on gender and gender issues, the program is in an excellent position to provide USAID with data and information from various sources. This information will be transmitted through quarterly and annual progress reports.

D 1997-98 ANNUAL PROGRESS REPORT (*Program Achievements for the period August 1997 to September 1998*)

The past fourteen months can be divided into **two phases** – the first phase, July 30, 1997 to January 14, 1998, prior to the official recognition of Winrock International as a registered international NGO in Ethiopia, the second phase, or program start-up, began January 15, and extended through the end of the USAID fiscal year, September 30, 1998. The principal activities during phase 1 revolved around Winrock's efforts to become registered as an international NGO in Ethiopia as well as program strategy sessions with the various counter-part Ministries and USAID. Although the Cooperative Agreement was signed between Winrock and USAID, official recognition by the Federal Democratic Government of Ethiopia was a pre-requisite to officially beginning program activities.

D 1 Pre-Registration (phase 1)

- In addition to periodically meeting with Ministry of Justice officials who were ultimately authorized to sanction Winrock as an officially recognized NGO in Ethiopia, discussions were held with officials from the Ministries of Agriculture, Education, and Women's Affairs in the Office of the Prime Minister. Additional information required for Winrock's registration was provided to the Ministry of Justice in the form of Dr. Jeff Mutimba's resume and a letter from USAID confirming funding for the EMPOWER project over the next five years. Dr. Mutimba was authorized to represent Winrock in Ethiopia as the country representative and signed official registration documents. Dr. Mutimba is a Winrock staff member working at Alemaya University.
- A regional strategy was developed by Winrock for the selection of a pilot region where EMPOWER will begin activities. Based on this strategy, and in discussions with Government officials, two regions were cited as potential start-up sites: the Southern Nations, Nationalities and People's Region (SNNPR) and Oromia region.
- Winrock International became officially registered in Ethiopia as an international NGO on January 14, 1998. Dr. Jeff Mutimba, designated as Winrock's country representative, signed the registration certificate.

D 2 Program Implementation (phase 2)

Start-Up Activities

- Winrock submitted an *operational agreement* application to the Disaster Prevention and Preparedness Commission (DPPC) in January after receiving official registration. DPPC is the principal governmental coordinating body in Ethiopia for Non-Governmental Organization development activities at the national level. Approval of Winrock's application was granted in February. The approved agreement was a prerequisite for Winrock to operate at the regional level (in cooperation with the regional Disaster Prevention and Preparedness Bureau (DPPB) offices and line Ministry offices) and to establish formal project implementation agreements with selected regions.

- Informational meetings were conducted with officials from the Southern Nations, Nationalities and People's Region, Oromia Region and Awassa College. The purpose of these discussions was to make initial contact with regional officials and to provide information to them regarding Winrock International and the EMPOWER program in general. In the Southern People's region Mrs. Bogalech Alemu, head of Women's Affairs in the Ministry of Agriculture, and Dr. Eyasu Mekonnen (OFPEP coordinator) participated in discussions with the representative from the Ministry of Women's Affairs, Mrs. Amarech, the assistant regional head for the DPPB, Mr. Desalegu Tessema, and Mr. Lemma Mitiku, the head of the Bureau of Agriculture. In the Oromia region Winrock met briefly with Mr. Berecha Turu, Vice Head of the Bureau of Agriculture and Ms. Tafesech Urge, acting Head of the Women's Affairs Department in the Bureau of Agriculture. Discussions with the DPPB focused on the need to complete the approval process for our operational agreement with DPPC and submit to the region a project proposal, complete with objectives, activities, expected results, and a budget.

At Awassa College, discussions were held with Dr. Fekadu Beyene, the Academic Vice-Dean, and Mrs. Asefach Hailu, Head of the Department of Home Science/Rural Development and Family Science.

The EMPOWER staff made a subsequent trip and met with officials of the Southern Nation, Nationalities and Peoples Regional State (SNNPR) and Awassa College. The objective of this trip was to inform collaborating agencies – Awassa College of Agriculture and the SNNPR DPPB that Winrock International Ethiopia (WIE) is officially registered to function as an NGO in Ethiopia. It was also to introduce its Empower program, to determine the status of up-grading the Home Science and Technology Department (HST) of Awassa College to a degree program, and to negotiate on potential project sites and finalize plans for the formulation of a regional project agreement.

- Maggie Range conducted a program orientation during the reporting period. This orientation covered EMPOWER program goals and objectives, participatory development and management processes, reporting and publications, and communications systems.
- EMPOWER staff prepared and submitted a 1998-99 draft work plan to DPPC.
- Dr. Wudnesh, the EMPOWER program coordinator, attended an AWLAE *Leadership for Change Workshop* in Nairobi. The overall goal of the workshop was to prepare risk-taking self-confidence and pioneering women leaders as individuals and as a group to bring about increased gender awareness and gender-sensitive programs and policies among both women and men. The specific objectives of the workshop were to prepare participants for leadership positions, train women to bring about change in their institutions, lay the groundwork for linkages between professional and rural women, and develop networks among participants and the AWLAE program. While in Kenya, Dr. Wudnesh also had the opportunity to meet with Kenya's AWLAE National Action Committee and to visit the On-Farm Productivity Enhancement Program (OFPEP) in Kisumu, Kenya. Dr. Moses Onim, Senior Associate for East Africa OFPEP, accompanied Dr. Wudnesh on this visit.
- After extensive discussions with officials in the Southern Nation, Nationalities and Peoples Regional State (SNNPR) a diagnostic survey of Yem special Wereda, Kefa Sheka Zone, and Bench Maji Zone was completed in August. The purpose of this survey was to identify the initial

site for EMPOWER pilot activities. Information collected included the socio-economic status of the population, the gender dynamics of the rural communities, farming systems by agro-ecological zones, the natural resource base for crop production, the potential for noticeable impact from agricultural extension services, and existing government institutional and organizational supports.

The results of this study provided the EMPOWER program with basic information on site selection variables (i.e., physical description of the areas, main agro-ecological zones, predominant farming systems, ethnic-farming system associations, human resource base for transferring improved agricultural technologies, natural resource base including soils, crops, forests, level of agricultural extension service being provided, accessibility from main roads and presence of all-weather roads).

- Baseline Survey and the identification of operational sites for EMPOWER ON-FARM Activities. During the reporting period a summary of the program proposal was prepared and submitted to the NGO desk of the Planning and Economic Development of the SNNPR. WIE staff members traveled often to Awassa to maintain a dialogue with regional officials on site selection, inform officials of scholarship support to the Region, and to request a letter of cooperation and understanding for the delay of the project agreement to the DPPC. As a result the Bureau proposed alternative project sites for the baseline survey needed to select activity sites that are agreeable to both the Region and WIE. A diagnostic survey was done with the help of local consultants in the Ben-ch Maji, Kefa Sheka zones and Yem special Wereda of the SNNPR. Based on a multitude of factors the Yem Special Wereda was selected as the pilot site for EMPOWER activities.
- EMPOWER awarded student project support grants to five female mid-career home extension agents to do their B.Sc. degree studies in agricultural extension at Alemaya University of Agriculture. The EMPOWER program is providing scholarships to each of these students to support their field projects. The candidates were selected from the SNNPR region with the assistance of the regional Bureau of Agriculture.

D 3 Project Management and Administration

Key Personnel Core staff recruited and hired during the reporting period included the Program Coordinator – Dr. Wudnesh Hailu, the ONFARM Coordinator – Dr. Eyasu Mekonnen, the Financial and Administrative Coordinator – Mr. Meketa Aboye, Executive Secretary – Ms. Meseret Belete, and the Assistant Administrator/Transportation Coordinator – Mr. Gebrehiwot Tolera. Guards and maintenance personnel were also recruited. The Federal Democratic Government of Ethiopia and USAID approved Winrock International's nomination of Dr. Wudnesh as the EMPOWER Program Coordinator. Dr. Wudnesh assumed her responsibilities at the end of June. A comprehensive benefits package was also drafted, finalized and implemented. **Personnel hand book.** A Winrock International Ethiopia Personnel Handbook was drafted that reflects the general philosophy in the Winrock Field Operations Manual. The manual is presently under review by the HRM division at Winrock International headquarters. **Staff training** A training needs assessment was carried out during the last quarter to determine the individual training needs of the EMPOWER staff. The upgrading of computer skills was identified as a critical skill area to upgrade. Initial training sessions began in September.

Procurement One 4-wheel drive vehicle (pick-up) was procured in May. This vehicle spends a majority of the time out of Addis Ababa. The project is presently renting a vehicle for in-town use. The procurement of office equipment and supplies began in earnest upon the occupation of the office space. Several computers, office furniture, and other essential office equipment were also purchased during the past several months. The project procured two international lines from the Ethiopian Telecommunications Company – a direct telephone and separate fax line and upgraded the existing local phone to an international line. In addition, Internet service began in July. A complete inventory of USAID-purchased equipment is available from the EMPOWER Financial and Administrative Coordinator.

Backstopping/Visits During the “pre-registration” period, Winrock International US-based staff traveled frequently to Addis to monitor the registration process and meet with the Ministers of Agriculture, Education, and Women’s Affairs to discuss their views and opinions on the best mechanisms for facilitating inter-ministerial communication and coordination.

Dr. Sarah Tisch, Program leader for the Leadership & Human Development division visited in September 1997. Also visiting Ethiopia over the past year were Dr. Pierre Antoine (ONFARM technical advisor), Maggie Range (EMPOWER program advisor), Charity Kabutha (Kenya-based AWLAE technical advisor), Dr. Moses Onim (Kenya-based ONFARM advisor), and Chris Kopp, EMPOWER budget manager. Dr. Jeff Mutimba assisted various US-based staff as well as EMPOWER staff with administrative and programmatic tasks during several visits to Addis Ababa from his post at Alemaya University.

Project Office A two-year lease was signed on May 26 between Winrock International and Mr. Mulugeta Kebede for a house located in Kebele 34, Wereda 18, Addis Ababa, Ethiopia.

E 1 Introduction

With the selection of the pilot site complete, this initial work plan will focus on the next stages of the EMPOWER project which principally revolve around the drafting, approval and implementation of a multi-year regional project agreement for the execution of EMPOWER activities in Yem Special Wereda of the SNNPR. The focus of the first few months of this year will be to conduct baseline and diagnostic surveys in the Yem Special Wereda where the project will initiate pilot activities. Based on this information, a detailed project plan will be developed which includes an ONFARM strategy and Training strategy. A budget will accompany the project proposal. This proposal will be submitted to Yem Special Wereda for initial review and approval and then to the SNNPR regional DPPB for appraisal. Final approval at this level will lead to the signing of the project agreement between Winrock International Ethiopia and the Region.

Although the specific activities and strategies have not yet been identified and formulated, the following sections describe the anticipated activities and targets of the ONFARM and Training components of the program. Please refer to Table 3 for an illustrative implementation plan that provides timelines for the actions.

E 2 ONFARM

The ONFARM component of the EMPOWER project will focus on implementing pilot efforts in selected Weredas or zones in the Southern region. Baseline surveys scheduled to be completed in October will form the basis for the development of a site-specific ONFARM strategy for the pilot effort.

The principal ONFARM components that have been tentatively identified for execution in the Yem Special Wereda of the Southern Region are grouped as follows:

- 1 **Crop production** Activities in this category include general training, introduction of improved varieties and assessment of the genetic potential of landraces through on-farm variety demonstrations, training on improved cultural practices, fertility demonstrations, and vegetable production.
- 2 **Smallholder farmer level seed production/multiplication** This component will enable farmers to choose the crop varieties of their preference and subsequently start producing seeds for themselves and for farmers of the area.
- 3 **Crop diversification** In this category new crops that will contribute to earning additional income and improve the nutritional status of the household will be introduced. Production of oil crops, potato and sweet potato, coffee, and vegetable gardening are included. Establishment or strengthening of existing BoA nursery sites will also be implemented.
- 4 **Natural resource conservation** The activities will include training on natural resource conservation, construction of cut-off drains, bunds, and planting biological soil erosion controls.

- 5 **Appropriate technology** Labor, time, and energy saving technologies will be introduced and tested by farmers/women This will include improved grain and potato storage, Enset processing equipment, and various mud technology products
- 6 **Training** This component comprises formal training of Development Agents (DA) of the regional and zonal bureau of agriculture on agricultural extension approaches, technical training on soils and crops, improved agricultural production techniques, and community need assessment tools Parallel to the training of DAs, farmers will be selected and trained on improved agricultural techniques, use of inorganic fertilizers, compost preparation, vegetable production, soil conservation, crop protection, etc The training component will have an informal experience exchange through demonstrations, farmers' days, and visitation of other villages/farmers A deliberate effort will be carried out to develop and disseminate extension training manuals both to DAs and farmers

For each of these components, detailed objectives, activities, inputs and outputs, expected benefits and a list of indicators will be developed

The following detailed monthly activity information corresponds to the anticipated stages of the ONFARM component throughout the year as noted in the *Implementation Plan (refer to Table 3)*

October 1998 *Selection of Project Site and Development of Site-Specific Intervention Project*

- Develop Terms of Reference for consultants to conduct Baseline Survey of selected Wereda
- Select and secure agreements with consultants
- Visit Wereda Council and Bureau of Agriculture (BoA)
- Introduce Winrock and Winrock's EMPOWER project to the Wereda officials
- Approval of Winrock's project proposal by the Wereda
- Select representative sample peasant associations for baseline surveys to establish bench-mark references in collaboration with the Wereda Council and MoA officials
- Recruit and train PRA practitioners and data collectors for the baseline survey in collaboration with Wereda MoA
- Conduct Baseline Surveys of selected Peasant Associations
- Analyze the collected data and finalize reports

November 1998 *Submission of Project Proposal to Yem Special Wereda and to the Planning & Economic Development Bureau of SNNPR*

- Finalize ONFARM program document and integrate training program to produce a regional EMPOWER project document
- Submit and get approval of project document by Yem and SNNPR to secure regional project agreement
- Develop general working framework for program activities in collaboration with BoA of Yem Special Wereda
- Hiring ONFARM Program assistant to coordinate intervention activities at Yem

December 1998 *ONFARM program "launching" workshop and development of implementation modalities and site(s)*

- ONFARM program "launching" workshop

- Form ONFARM-Yem Council-BoA Joint membership steering committee
- Form ONFARM-BoA Joint Program planning body
- Develop program activities and implementation modalities in collaboration with BoA of Yem Special Wereda
- Select project implementation sites
- Identify partner farmers
- Quarterly report

January 1999 *ONFARM human resource development (training) activities*

- Further introduction and popularization of planned activities to BoA & DAs
- Orientation of activities to farmers
- Conduct training need assessment of BoA and farmers
- Identify trainers and start preparation of training materials
- Select training site and trainees
- Locate demonstration input sources
- Development and implementation of monitoring and evaluation plan (ongoing)

February 1999 *ONFARM Training*

- Conduct training of Development agents
- Conduct training of farmers
- Continue input acquisition (seeds, fertilizer, chemicals, Appropriate technology)
- Continue selection of partner farmers
- Continue orientation and familiarization of ONFARM program to farmers

March 1999 *Input Acquisition and demonstration field site selection*

- Continue input procurement
- Demonstration site selection and setup
- Continue identification of partner farmers
- Develop data collection and monitoring forms
- Prepare quarterly report

April-June 1999 *Establishment of demonstration field sites*

- Continue demo site selection and preparation
- Establish demonstration plots
- Select farmers for technological intervention & introduce appropriate technologies
- Distribute coffee seedlings to partner farmers
- Prepare quarterly report

July- September 1999 *Monitoring and evaluation activities*

- Continue demonstration field site establishment
- Field data collection
- Conducting farmers assessment of introduced technologies
- Conduct crop protection need assessments and introduce remedies as needed

- Conduct harvest and post-harvest needs assessment
- Conduct market assessment for vegetable and cereal crops
- Prepare quarterly reports
- Prepare annual reports

E 3 AWLAE

Early in October (interviews took place in September), finalists will be identified for the Training Coordinator and Scholarship coordinator positions and offered letters of appointment. They are expected to join the project in November.

Regional training

A tentative annual training plan (*refer to Table 1*) has been drafted that will complement the ONFARM component in strengthening policies, programs, and practices that affect the productivity and lives of women farmers. Technical training will address the constraints of production, processing and storage practices. This is a tentative plan and will be revised when a formal needs assessment is conducted in the Yem Wereda later in the year. The focus is principally on women as promoters of household activities and agricultural technologies as well as on those women who could provide leadership to encourage intermediate results that directly contribute to helping achieve food security. Similar to the ONFARM strategy that will initially focus on technology assistance and transfer to farmers in the Yem Special Wereda, the training component will build from the Yem Wereda in the first year to other zones over the four-year agreement period that EMPOWER expects to sign with the Southern region.

Participants Most of the training workshops will involve women and men, except for the management/ leadership training, which focuses on professional development for women in managerial positions.

Table 1 illustrates the potential target groups in the Southern Region. Some training may involve participants from other zones (other than the Yem Wereda) throughout the region, depending upon the number of people appropriate for the training.

Winrock International philosophy is to train two to five persons from a unit/department/organization in order to assure that these people can support one another in integrating the training lessons into their everyday work. Winrock International must yet determine the number of women or men available or appropriate for the training workshops, which will include no more than 25 people per workshop.

Follow-Up To ensure accountability and application of the training, each of the training workshops will have follow-up components in the year following the workshop. Some follow-up components will be in the form of second workshops, others will involve follow-up on the job by Winrock International staff working in collaboration with appropriate supervisors in the region.

To ensure accountability, each workshop will foster an attitude of joint accountability among participants. The participants will know that in one year each of them will have to report to the others on their implementation of the learning.

Table 1 Illustrative 1998-99 National and Regional Training Plan

Location	No of Participants	Sex	Target Audience	Topics	Follow-Up Activities	Language
Yem	25	F/M	Senior level managers in Ministry of Agriculture Bureau of Extension (regional level)	Understanding Men s/Women s Roles Intro to Community Gender Analysis Introduction to Participatory Rural Appraisal Needs assessment and project design to include women, networking collaboration and participatory planning techniques	Workshop/Year 2	English
Yem	25	F/M	MOA Subject Matter Specialists and Home Economist agents	Understanding Men s/Women s Roles Community Gender Analysis Participatory Rural Appraisal Training of Trainers	Workshop/Year 2	English
Yem	25+	F/M	Development Agents	PRA/Zopp Community Gender Analysis	On Job Review	Local
Yem	25	F	Women Leaders in Professional Associations	Management/Leadership (Personal Development Self-Confidence Planning Skills)	Workshops/Year 2	Local
Yem	100	F/M	Farmer Groups participating under EMPOWER ONFARM component	Technology Transfer training Community Gender analysis	On Job Review	Local
Yem (possibly expanding into other zones) and Addis Ababa	25	F	Professional Women in Bureau of Agriculture Bureau of Women s Affairs BOH, Research NRE Auth BOW	Leadership/Management I Working groups serving women farmers formation of professional societies advocating women farmers	Workshop/Year 2	English
Alemaya University	5	F	5 current project supported scholars at Alemaya University	Leadership/Management Introduction Orienting studies to women farmers	Individual follow up by EMPOWER staff	English

The following is a brief description of the types of training that the EMPOWER program envisions implementing within the context of the regional agreement with the SNNPR as well as national level leadership and professional development workshops and seminars

Training 1 Understanding Gender Roles in Development & Planning (2 days) February 1999

This workshop for male and female planners and managers helps each sex to understand the importance of gender roles in development and how those expected roles which are designated in childhood influence the success or failure of development efforts. These participants will be shown a gender analysis tool and will learn how to include gender issues in planning and needs assessments for more effective development

Training 2 Training of Trainers in Community Gender Analysis and/or Participatory Rural Appraisal (7 days) March 1999

This training for home extension agents and subject-matter specialists from the Ministry of Agriculture will include understanding gender roles, plus introduction and practice in using the GAM

(gender analysis matrix) or PRA. Participants be encouraged and supported to apply the tools to their own work and geographic areas

Training 3 Community Gender Analysis (4 days) and/or Participatory Rural Appraisal (10 days) April 1999

This training for development agents (DA) will include both the understanding of gender roles in development and introduction of the tools. The DAs will practice with the use of one of the tools in their own work. Some MOA subject-matter specialists may assist with the workshop.

Training 4 Management, Leadership and Support for Rural Women (Personal development, Self-confidence, Planning) (14 days) May 1999

This workshop will involve women leaders in peasant associations. The two-week training serves to motivate and mobilize the women to improve their efforts as well as give them skills in implementing their programs more effectively. It mainly focuses on increased gender sensitive decision-making capabilities, improved attitudes in providing professional development and increased understanding of household labor saving devices.

Training 5 Technology Transfer and Community Gender Analysis (year-long, on-the-job, and short term training) January-June 1999 Groups of up to 25 members of farmer groups will be exposed to appropriate technology, ideas and principles of credit systems, and other technical advice. All of these topics will be provided within a framework of a Community Gender Analysis tool.

Training 6 Leadership for Change and Support for Rural Women (10 days) June 1999

This training program will involve mid-to senior-level women professionals from the Ministry of Women's Affairs and other sectors working at the regional and national levels. The training will set up year-long working groups and will lead to creation of a professional association working on behalf of women farmers. The five Winrock International scholars studying at Alemaya University in the agricultural extension program may also join this workshop or have a similar abbreviated workshop of their own at Alemaya.

Scholarship Support

The original project document called for a total of 80 in-country scholarships to upgrade mid-career extension agents presently possessing a diploma (two-year degree), to BSc level. Fifty of those scholarships were targeting Awassa College with the remaining 30 scholarships targeting mid-career professionals to upgrade to a BSc in agricultural extension at Alemaya University of Agriculture. However, the anticipated upgrading of the present "diploma" curriculum at Awassa College to a comprehensive four-year BSc program in Home Science Technology has not yet occurred. Although the process for upgrading the curriculum has been underway for several months, final approval has not been received. EMPOWER will continue to work with Awassa College and offer assistance with the upgrading process. If the EMPOWER staff judges that the upgrading process is delayed beyond an acceptable timeframe, alternative strategies will be developed. EMPOWER will seek approval from USAID and the FDRE before implementing these strategies.

In addition to BSc degree support, the EMPOWER program will support selected candidates at the MSc and PhD level. A total of 5 PhDs and 8 Masters degrees are presently planned to be supported over the life of the project. A selected number of these degrees will target Awassa College faculty. (Refer to Table 2 for the life of project plan for implementing the scholarship program.)

In December the US-based for Winrock's Scholarship Management and Training Unit will travel to Ethiopia to work with the scholarship coordinator and the rest of the EMPOWER staff to develop a comprehensive strategy for the scholarship support program. This will include discussions with USAID training staff and Ministry of Education officials to determine mutually acceptable and appropriate criteria for the selection of scholars, meet with Awassa College officials, work with training staff to identify potential appropriate institutions (third country and US) for the MSc and PhD students, identify appropriate programs of study that relate to USAID's strategic objective, lay out the process for placement of students once selected, and the advantages and disadvantages of different institutions.

Table 2 Proposed Life of Project Scholarship Plan
(Scholarship Awards for Women Professionals in Agriculture Environment, Rural Development Family Science and related areas)

	Year																		
	1998			1999			2000			2001			2002			Total			
	B Sc	MSc	Ph.D	B Sc	MSc	Ph.D	B Sc	MSc	Ph.D	B Sc	MSc	Ph.D	B Sc	MSc	Ph.D	B Sc	MSc	Ph.D	
Regional/National Scholarship Support <i>Awassa College of Agriculture</i> <i>(Rural Dev & Family Science)</i>																			
	<i>Recruitment time</i>			15*			15									30			
Alemaya Agricultural University <i>(Agricultural Extension)</i>																			
	5**			8			15									28			
Third Country Long Term Training <i>Awassa College (faculty upgrading)</i> <i>Other Institutions (To be determined)</i>																			
				2			2			1						5			2
				4			2			1						3			2
	Grand Total															58	8	4	

* B Sc fellowships will be awarded pending the up grading of the Rural Development and Family Science Department (formerly Home Science and Technology) to a B Sc degree level

** Began studies in September 1998 at Alemaya University of Agriculture

Note: The number of in country scholarships is subject to the present budget allocated for this purpose. In this table we have estimated the total number of BSc degrees will total 58 based on the present costs for the Alemaya students

E 4 Project Management and Administration

- ◆ Recruitment and selection of scholarship and training coordinators, and the program assistant for field based ONFARM activities. Refer to Figure 1 for the organizational structure of the EMPOWER project
- ◆ The purchase of a second four-wheel drive vehicle is a priority during the first part of 1999 and will be included as part of the operating budget that will accompany the regional project agreement to the Southern region. Per DPPC procedures, we will be requesting the region to assume the tax portion of the total cost
- ◆ Renewal of registration with the Ministry of Justice and the DPPC
- ◆ In accordance with our DPPC agreement, an annual activity report will be prepared and submitted for their review in February
- ◆ Computer equipment will be procured for the training/scholarship coordinators

Figure 1 Organizational Structure of EMPOWER Program

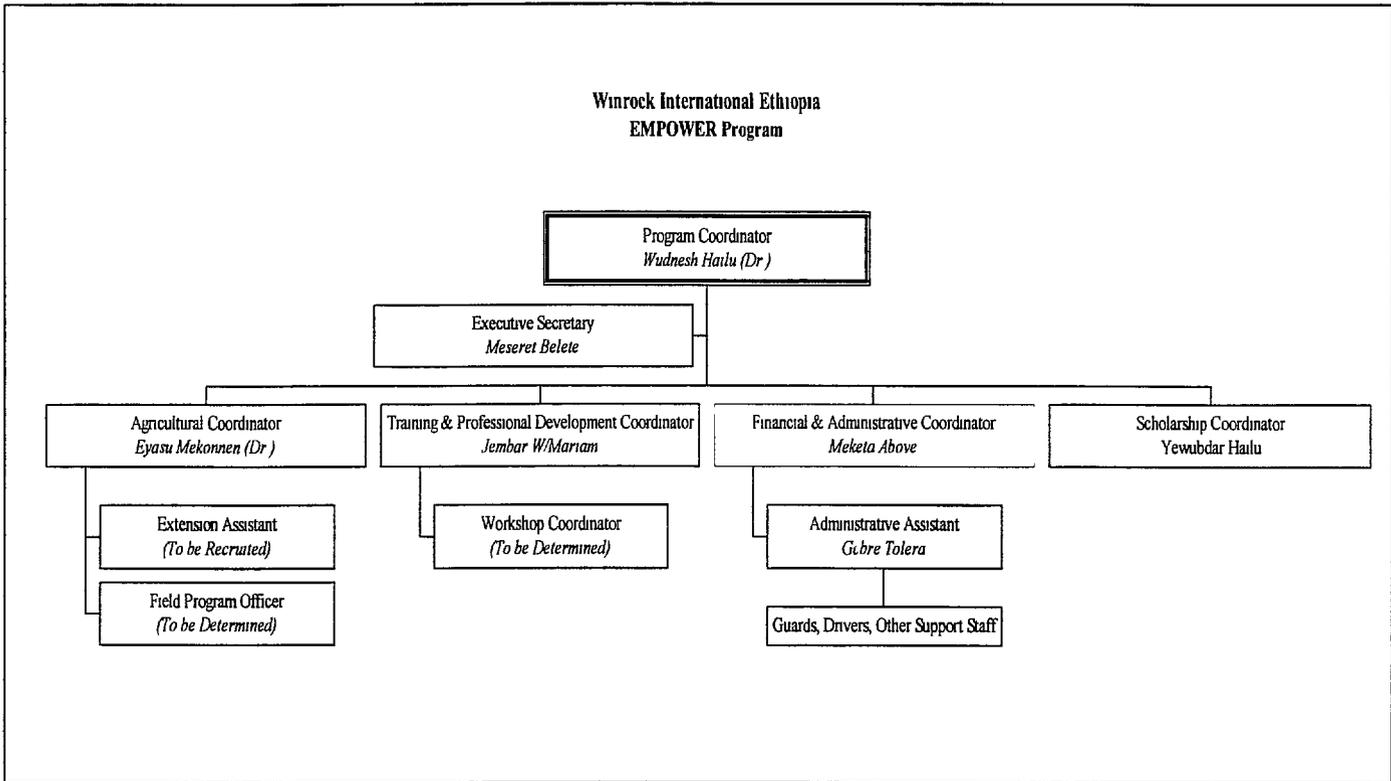


Table 3 Implementation Plan 1998-99 EMPOWER Annual Work Plan

ACTIVITIES	1998			1999								
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
ONFARM COMPONENT												
Complete baseline survey of Yem Special Wereda	■											
Complete conventional household survey in Yem Special Wereda	■	■										
Draft and finalize Regional Project Agreement between EMPOWER (Winrock International Ethiopia) and the Southern Nation, Nationalities and Peoples Region (SNNPR)		■	■									
Workshop launching the ONFARM component (Yem Special Wereda)			■									
Selection of intervention sites and partner farmers and peasant associations			■	■								
Human Resource development - Training needs assessment			■	■								
Training of Trainers workshops (targeting MOA development agents and farmers)					■							
Development of ONFARM extension packages and improved agricultural techniques					■	■						
Identification and introduction of energy saving technologies				■	■	■						
Agricultural inputs acquired and distributed (seeds, fertilizer, hand tools, sprayers)				■	■	■	■					
Establishment of field demonstration sites for field and oil crops							■	■	■			
Local level seed multiplication activities (selection of participants, training on seed multiplication)					■	■						
Crop diversification activities (selection of participants, site selection, crops identified)						■	■	■	■			
Field Data Collection (agronomic data, farmer assessments, identification of postharvest needs)										■	■	■
<i>Initiate process for selecting second year sites</i>				■	■	■						
Discussions with SNNPR officials to identify potential sites					■	■						
Begin Baseline and Household surveys in selected zones in the SNNPR					■	■	■					
TRAINING COMPONENT												
Complete training needs assessment for Yem special Wereda		■	■									
Scholarship Planning and Implementation				■	■							
Development of scholarship criteria			■	■								
Identification of candidates for scholarship awards				■	■							

Table 3 Implementation Plan 1998-99 EMPOWER Annual Work Plan

ACTIVITIES	1998			1999								
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Workshop Planning and Implementation												
Incorporate training goals and objectives, training calendar, and estimated costs into regional project agreement			■									
Develop of training materials				■								
Workshop 1 Understanding Gender roles in Development and Planning					■							
Workshop 2 Training of Trainers in Community Gender Analysis and/or Participatory Rural Appraisal						■						
Workshop 3 Community Gender Analysis and/or Participatory Rural Appraisal						■						
Workshop 4 Leadership and Support for Rural Women								■				
Workshop 5 Technology Transfer and Community Gender Analysis (year long on-the-job and short trainings)							■	■	■			
Workshop 6 Leadership and Support for Rural Women									■			
Formation of regional professional associations										■		
Training Manual development and preparations									■	■	■	
Project Management and Administration												
USAID Quarterly progress reports			■			■			■			■
USAID Annual progress report and annual workplan												■
Recruit and hire EMPOWER scholarship coordinator	■	■										
Recruit and hire EMPOWER training coordinator	■	■										
External audit per Government of Ethiopia				■								
Renewal of Winrock International registration by Ministry of Justice				■								
Submission of annual progress report to DPPC					■							

Note The narrative describing the steps outlined in this implementation plan can be found in the ONFARM section of the report