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Agricultural Commercialization Clusters

Agricultural Commercialization Clusters Performance Report Year Two (2013 E.C.)

Ethiopian Agricultural Transformation Agency

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Ethiopian  **ATA**
Agricultural Transformation Agency
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List of Acronyms

ACC	Agricultural Commercialization Clusters
AFPS	Accelerated Full Package Scale-Up
AGP	Agricultural Growth Program
AIM	Agricultural Investment Mapping
AOSS	Agricultural One Stop Shop
ATA	Agricultural Transformation Agency
ATIP	Agriculture Trade & Investment Promotion
BT@FTC	Business Training at Farmer Training Centers
CBSP	Community-Based Seed Producers
CSA	Central Statistics Agency
DA	Development Agent
DSM	Direct Seed Marketing
E.C	Ethiopian Calendar
EIAR	Ethiopian Institute of Agricultural Research
ENGARESS	Enabling Next Generation Agriculture Researchers through Engaging Seasoned Scientists
ERP	Enterprise Resource Program
FCA	Federal Cooperative Agency
FPC	Farmer Production Clusters
ISGWID	Integrated Shallow Ground Water Irrigation Development
IMP	Implementation Management Platform
IVC	Integrated Value Chain
IVS	Input Voucher Sales
MoA	Ministry of Agriculture
MSC	Mechanization Service Center
NMIS	National Market Information System
NGO	Non-Governmental Organization
PMO	Program Management Office



PPMO	Project Portfolio Management Office
RBoAs	Regional Bureaus of Agriculture
RTC	Regional Transformation Council
RuSACCOs	Rural Savings and Credit Cooperatives
SHFs	Smallholder Farmers
SLA	Service Level Agreement
TIP	Tef Improvement Project
VCA	Value Chain Alliance
WBoA	Woreda Bureau of Agriculture
WUA	Water User Association
ZBoA	Zone Bureau of Agriculture



Executive Summary

The Agricultural Commercialization Clusters (ACC) program's second year of implementation at full-scale, during 2013 E.C. included 16 projects and interventions across ten value-chains contributing to six outcomes, driving agricultural transformation, and changing the lives of smallholder farmers. While geopolitical challenges did not allow for implementation in Tigray region from November 2020 (G.C.) onwards, the team has continued to deliver robust efforts to achieve the aims envisioned by the ACC approach across other regions in the country:

Outcome 1. Increased production, productivity, and income: Except for sesame, the other nine crop and horticulture priority commodities showed positive production and productivity results surpassing the Results Framework's targets. The yield of farmers in ACC woredas producing crop commodities was on average **32%** higher than the country's overall as per Central Statistical Agency (CSA) data, while farmers in production clusters (FPCs) reached a yield **44%** higher, on average. The design of Horticulture FPC, conducted with regional teams by engaging all stakeholders all the way to the woreda level was successfully completed and the pilot implemented across ACC horticulture woredas. To strengthen the availability of inputs for these horticulture value chains, which are less developed than crop commodities, the ACC built **8 nurseries**, which are currently producing seedlings and inputs around the country.

In 2013 E.C., despite the challenges posed by the desert locust infestation, and the restrictions in delivering full face-to-face support to farmers due to the Covid-19 pandemic, the rapid response provided with the support of the ACC development partners, and the ability of the federal and regional teams to adapt and develop new implementation modalities ensured that production and productivity in the three reporting regions (Oromia, Amhara and SNNP/Sidama) increased substantially proving the effectiveness of the Agricultural Commercialization Clusters Approach.

Outcome 2. Improved access to markets: During the second year of full-scale implementation, the ACC continued to focus all of its activities on commercializing smallholder farmers, towards which market-oriented farming practices are rolled out. As per the ACC/FPC approach, collectively, clusters can fulfill the demand of larger-scale buyers and streamline sales processes, and the results shown in sales of marketable surplus are proof of the effectiveness of that approach. At the same time, horticulture value chains are considerably less developed than the crop commodities particularly when it comes to their market channels. To overcome these challenges, the ACC is constructing **9** roadside market sheds for selling produce, which will start operating in 2014. Additionally, the robust scaling up of Horticulture FPC will continue to strengthen farmers' ability to commercialize their produce through FPC's proven strengthening of marketing capability.

Outcome 3. Improved environmentally sustainable farm practices: All ACC initiatives have climate-smart agriculture mainstreamed into their design, and climate-sensitive practices and technologies are priorities for projects and interventions. Under the Farmer Production Clusters and Horticulture Farmer Production Clusters, the full package adopted by farmers is designed and revisited yearly to include climate-smart agricultural practices, such as introduction of high yielding and stress tolerant crops, crop rotation, composting and supplemental irrigation. Projects such as *Integrated Shallow Groundwater Irrigation Development* continue to address water use efficiency and management specifically, introducing irrigation techniques to maximize water use (amount, timing, technology).

A new *Soil Health and Fertility Management* project is under design and will be launched in 2014.

Outcome 4. Improved engagement of women and youth: The ACC is continuously identifying new opportunities to engage women farmers, while strengthening the mechanisms already built into the program. In line with the ATA's Crosscutting Issues strategy, all projects under the ACC have outlined strategies to benefit and empower women, and have disaggregated targets for female beneficiaries.



Nutrition information is being disseminated to households through the 8028 Farmer's Hotline in partnership with Save the Children, and while reported performance on job creation for women and youth was below target, the program continues to increase its focus on inclusion based on lessons learned.

Outcome 5. Enhanced institutional capacity and enabling environment for agricultural commercialization: By design, the ACC is a program conceived to be implemented jointly under the coordination of the ATA along with the Ministry of Agriculture, Regional Bureaus of Agriculture, the private sector, and other partners across the agricultural sector. The ACC works directly on strengthening institutional and delivery capacity of these different actors: partners in the public and private sectors, cooperatives, universities, and sector associations. Enhancing partners' capabilities ensures sustainable and long-term agricultural transformation through projects, as seen in the success of *Cooperative Based Seed Production, Enabling the Next Generation of Agricultural Researchers, One Stop Shop*, among others. The ACC's approach to bring together the efforts of different actors working to drive agriculture transformation has proved highly effective on the successful control and recovery of the desert locust infestation in 2013.

Outcome 6. Enhanced Value for Money Approach: monitoring, learning, evaluation, efficient use of resources, processes and systems are critical elements of a successful program. The Implementation Management Platform (IMP) was upgraded in 2013 E.C. to structure all of ATA's reporting in line with the ACC Results Framework and improve tracking capabilities.

A survey was conducted with ACC and FPC farmers to provide insight on the progress against indicators that cannot be measured based on ongoing monitoring data, ahead of the mid-term program evaluation scheduled for 2014 E.C.

The results in this report show the success of the program's clustering approach in driving production, productivity, commercialization, and sustainable, inclusive sector transformation. From a total of **79 KPIs** under outcome- and output-levels reported, a total of **56 (71%)** achieved or surpassed their Year Two targets in the ACC Results Framework.



Introduction

In 2013 E.C. the ACC program faced an unprecedented confluence of challenges to its implementation. From the planting and registration season starting late in 2012, the COVID-19 pandemic-imposed restrictions on mobility and in-person interactions. Also in 2013, the desert locust infestation reached Ethiopia, with the potential to devastate crops across all regions and pose serious threats not only to the continuous progress of the ACC program, but also to the country's food security. Furthermore, security challenges in Tigray halted implementation in the region

Internally, the ATA underwent a leadership transition and worked intensively on the development and the refinement of its strategy for the coming ten years in line with sectoral priorities established by the Ministry of Agriculture. While this is an ongoing process, it has already led to organization transformations that are preparing the agency to deliver on strong, ambitious impact moving forward.

Through close engagement with the ACC development partners and other actors in the public and private sector, the ATA has managed to build alternative ways to deliver support to farmers and to overcome the challenges from the year. The ATA, in collaboration with the MoA prepared a rehabilitation plan and budget for Tigray, which could not be fully implemented as planned due to ongoing conflict in the region. As agreed with Development Partners, the ATA was able to deliver ~2600 quintals of seed to the region to resume farming activities in the region.

While a long-term solution to the context in Tigray remains challenging to establish, due to effective management of the risks mentioned above there was not a substantial negative impact on the program's implementation or its performance against targets in the three remaining regions, while the ATA was also able to ensure the safety of staff, partners, extension agents and smallholder farmers.

This narrative report focuses on the performance of ACC the program against the Year 2 targets of the ACC Results Framework. It also details key achievements from projects, which are responsible for driving the transformation envisioned in production, productivity, commercialization, engagement of women and youth, climate-smart-agriculture, institutional enhancement, and value for money approach.

It is accompanied by additional attachments including detailed performance of each project against the targets set on their workplans submitted in late 2012; production, productivity, and commercialization performance at national level, by commodity, region, and cluster during the 2013 production season for the program's crop and horticulture priority commodities. It should also be noted that due to the inability to implement interventions and collect monitoring data in Tigray from the second quarter of 2013 onwards, achievements are calculated without the inclusion of the region, with the exception of farmer registration where data is presented with and without those. **Since the Results Framework was designed to monitor progress as percentages and average performance per household, and not hard numbers, the analyses outlined on this report should provide an accurate perspective of the status of the program in Oromia, Amhara and SNNP/Sidama.**

Sidama was one of the zones in SNNP with ACC woredas, which is now established as its own region. Implementation continues to be driven by the Hawassa office.

When it comes to the Results Framework, the program performed strongly, showing proof it is progressing in the right direction:

- From **35** outcome-level indicators reported, **32 (91%)** have met or surpassed their year-one targets, an increase from 78% during the first year of implementation.
- From **44** output-level indicators reported, **27 (61%)** have met or surpassed their targets

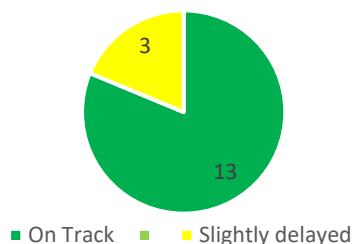
The indicators that did not fully meet their second-year targets have provided lessons learned and are already embedded into the 2014 workplan. Meanwhile, 3 indicators at outcome-level and 10 at output-level can only be reported against during the mid-term evaluation as they require monitoring through surveys following the same methodology of the ACC baseline study.

Three main sources of data were used for the compilation of this Annual Report: the ongoing monitoring data collected at the woreda level and compiled monthly for regular tracking by the ACC Program Management Office; an ACC/FPC survey conducted with a total sample of **1,056 FPC farmers** and **612 ACC farmers** that are not currently registered in FPC; and the ATA's quarterly report to the Parliament. Indicators reported based on the survey have been weighted to account for the actual number of farmers in and out of production clusters, and the detailed results of the survey accompany this report.

Indicators reported based on regular PMO monitoring data where targets are established as a **percentage of total farmers or performance per household** have been calculated based on a total of **3.5 M** farmers planting in the ten ACC priority crops in 2012¹. The total number was calculated based on how many farmers were planting these commodities in each of the ACC woredas during the 2012 production season, and which interventions were directly targeted to benefit. Horticulture farmers are not included on the results of indicators reported based on the ACC/FPC surveys, since crop commodities farmers only were in the scope of this year's study. Given the much earlier stage of horticulture implementation, they will start being included in the mid-program review and subsequent studies.

The achievements from projects summarized in this report and detailed in the annex Excel file show that from the projects under the ACC reported to the Parliament at the end of 2013:

- **13 projects** (81% of projects) achieved 83% or more of the specific KPIs or Milestones defined in ATA's Annual Plan submitted to the Parliament.
- **3 projects** (19% of projects) achieved between 64-82% of their KPIs or Milestones.



Finally, challenges in the implementation of projects have been identified and addressed at their annual plans for the new fiscal year and are summarized in the challenges and mitigation sections under each ACC Outcome in this report. The current scenario of risks facing the program is presented at the end.

¹ Wheat- 1.04M, Maize- 1.52M, Malt Barley- 168.09K, Sesame- 132.72K, Tef- 469.34K, Avocado- 53.6K, Mango- 1.7K, Banana- 38.4K, Onion- 21.2K, Tomato- 50.6K, **Total- 3.5M farmers**, not including Tigray



Outcome 1: Increased Production and Productivity

Indicator 1a

		Outcome	Indicator	Cum (C) or Non-Cum(NC)	Freq. of reporting	Unit/Details	Baseline	Year 2 Target	Yield Target	Achievement ¹	Difference
ACC Results Framework	Increased production, productivity and income	% increase in yield of priority commodities	(C)-Increase from the baseline	Annually	Tef (Kg/ha)	1,166.18	16.96%	1,364.01	2,334.67 (171.16% of target)	+970.66	
			(C)-Increase from the baseline	Annually	Maize (Kg/ha)	2,828.08	14.17%	3,228.80	5,767.20 (178.62% of target)	+2,538.40	
			(C)-Increase from the baseline	Annually	Sesame (Kg/ha)	453.28	25.55%	569.10	432.34 (75.97% of target)	-136.76	
			(C)-Increase from the baseline	Annually	Malt Barley (Kg/ha)	2,018.49	22.82%	2,479.05	3,963.90 (159.90% of target)	+1,484.85	
			(C)-Increase from the baseline	Annually	Wheat (Kg/ha)	2,069.73	17.51%	2,432.05	3,761.98 (154.68% of target)	+1,329.93	
			(C)-Increase from the baseline	Annually	Tomatoes (Kg/ha)	9,472.00	19.36%	11,305.31	28,935.83 (236.04% of target)	+11,814.99	
			(C)-Increase from the baseline	Annually	Onion (Kg/ha)	6,404.93	35.60%	8,685.01	20,500.00 (305.12% of target)	+17,814.99	
			(C)-Increase from the baseline	Annually	Avocado (Kg/ha)	3,750.25	12.15%	4,205.77	31,639.35 (752.28% of target)	+27,433.58	
			(C)-Increase from the baseline	Annually	Banana (Kg/ha)	5,059.80	11.36%	5,634.46	35,630.62 (632.37% of target)	+29,996.16	
			(C)-Increase from the baseline	Annually	Mango (Kg/ha)	3,229.08	14.89%	3,709.87	34,597.70 (1,132.12% of target)	+30,887.83	

Source: ¹ ACC Program Management Office



Indicator 1b

Outcome	Indicator	Cum (C) or Non-Cum(NC)	Freq. of reporting	Unit/Details	Baseline	Year 2 Target	Production Target	Achievement ¹	Difference	
ACC Results Framework	Increased production and productivity	% increase in the volume of production of priority commodities per farm	(C)-Increase from the baseline	Annually	Tef (Mean, Kg)	665.53	18.48%	788.53	2,240.31 (284.11% of target)	+1,451.78
			(C)-Increase from the baseline	Annually	Maize (Mean, Kg)	1,433.53	19.57%	1,714.06	3,407.58 (198.80% of target)	+1,693.52
			(C)-Increase from the baseline	Annually	Sesame (Mean, Kg)	416.30	38.24%	575.49	845.54 (146.93% of target)	+270.05
			(C)-Increase from the baseline	Annually	Malt Barley (Mean, Kg)	534.25	61.58%	863.26	2,467.94 (285.89% of target)	+1,604.68
			(C)-Increase from the baseline	Annually	Wheat (Mean, Kg)	1566.89	18.69%	1,859.71	2,930.63 (157.59% of target)	+1,070.92
			(C)-Increase from the baseline	Annually	Tomatoes (Mean, Kg)	2,625.50	40.56%	3,690.49	6,059.58 (164.19% of target)	+2,369.09
			(C)-Increase from the baseline	Annually	Onion (Mean, Kg)	3,871.18	64.83%	6,380.78	9,243.11 (144.86% of target)	+2,862.33
			(C)-Increase from the baseline	Annually	Avocado (Mean, Kg)	258.17	68.48%	434.95	1,990.69 (457.68% of target)	+1,555.74
			(C)-Increase from the baseline	Annually	Banana (Mean, Kg)	589.10	113.00%	1,254.76	30,380.49 (2421.22% of target)	+29,125.73
			(C)-Increase from the baseline	Annually	Mango (Mean, Kg)	446.14	204.08%	1,356.63	30,714.29 (2264.01% of target)	+29,357.66

Source: ¹ ACC Program Management Office

In 2013 E.C., despite the challenges posed by the desert locust infestation and the restrictions in delivering full face-to-face support to farmers due to the Covid-19 pandemic, the rapid response provided with the support of the ACC development partners and the ability of the federal and regional teams to adapt and develop new implementation modalities ensured that production and productivity in the three reporting regions (Oromia, Amhara and SNNP/Sidama) increased substantially and further proved the effectiveness of the Agricultural Commercialization Clusters approach.

The swift and decisive action of coordinated partners to control and recover from the locust infestation that impacted all regions was critical to ensure no robust decrease in production and productivity this year. Coordinated by the MoA and RBoAs, and with the support of ERIA, FAO and others, the ACC and its development partners reallocated funds to cover logistic costs for experts traveling to remote locations to fight the infestation on the ground. The reallocated funds were used to purchase sprayers and improved seeds for the recovery of critically devastated areas.



All crop commodities except for **Sesame** have surpassed their productivity targets, while all five are above their production per household targets. The high levels of production loss of sesame, pre- and post-harvest, were investigated in detail by a study of the ATA Analytics team. As a result of this analysis, several solutions to strengthen the production of the commodity are currently being piloted in the Amhara region, including wide adoption of FPR Fertilizer, introduction of sesame row planter, labor-based thinning during first weeding process, and the expansion of input credit through IVS to sesame farmers. Those were identified as mitigators for the critical challenges in ACC sesame production and will subsequently be rolled out to the other regions. Additionally, Tigray region has a strong contribution to the ACC's sesame production, and due to the security unrest in the region, there is no reporting on a share of results which would have been substantial.

Farmer Production Clusters, saw strong scale up, reaching nearly 50% of farmers producing priority commodities in ACC woredas, and continued to deliver superior productivity particularly in Maize, Malt Barley and Wheat.

During the first year of implementation the **Horticulture** component of the program was focused on the construction of infrastructure that would provide inputs and market outlets for these less-developed value chains, in 2013 a full monitoring system with targets driven from the Results Framework, data collection and ongoing progress tracking was put in place. Horticulture commodities, for which this is the first production report compiled, also show strong yield results in both ACC and FPC.

Currently **8 fruit nurseries** that completed their construction, and **3 fruit nurseries** that are under construction are operating in the three regions, providing inputs in value chains that had critical inputs gaps.

The **Horticulture FPC** was successfully piloted, registering over **9,000 smallholder farmers** and building on the success of the FPC aggregation approach to drive production and productivity. The strong results of the first year of HFPC is driving a robust expansion of the project in 2014.

It has been highlighted that monitoring and reporting on Production and Productivity against the ACC Results Framework poses some challenges to a thorough, insightful assessment of the performance of the program. There is a difference in methodology between Results Framework's baseline and targets, calculated based on a survey conducted by IFPRI, and the performance data available coming from direct monitoring captured through DAs on the ground. As such, the yield performance reported is considerably higher than the targets in the Results Framework and are not entirely comparable.

While the mid-program review to be conducted in the coming fiscal year will provide like-for-like comparison of the ACC's performance with the aim to provide more meaningful insights, for the coming implementation year (2014 E.C.) production targets are being set as an increase over the production reported in the previous year, and not the baseline.

Below, it is also possible to observe the trajectory of the ACC's production and productivity increase year over year in comparison with the Results Framework, which provides a clear picture of the production and productivity gains driven by the program in light of its original design:

		Unit/ Details	2012 Actual Performance ¹	2013 Actual Performance ¹	% Change from 2012 to 2013	RF % Target increase from Year 1 to Year 2
ACC Results Framework	Increase in yield	Tef (Kg/ha)	1,985.33	2,334.67	+17.60%	+8.20%
		Maize (Kg/ha)	5,540.22	5,767.20	+4.10%	+6.90%
		Sesame (Kg/ha)	376.92	432.34	+14.70%	+12.30%
		Malt Barley (Kg/ha)	3,682.02	3,963.90	+7.66%	+8.40%
		Wheat (Kg/ha)	3,774.77	3,761.98	-0.34%	+8.50%



Increase in production per farm	Tef (Kg/ha)	1,617.26	2,240.31	+38.53%	+9.20%
	Maize (Kg/ha)	3,165.53	3,407.58	+7.65%	+10.10%
	Sesame (Kg/ha)	1,098.09	845.54	-23.00%	+20.00%
	Malt Barley (Kg/ha)	1,641.01	2,467.94	+50.39%	+21.40%
	Wheat (Kg/ha)	2,547.72	2,930.63	+15.03%	+10.10%

Source: ¹ ACC Program Management Office

When compared with Ethiopia's overall productivity data, compiled by the CSA, both ACC and FPC farmers had yields substantially higher across crop commodities, with the exception of sesame:

	Tef	Maize	Sesame	Malt Barley	Wheat	Average
CSA 2020/2021(Kg/Ha) ¹	1,882	4,179	704	2,526	3,046	2,467
ACC 2013 Season (Kg/Ha) ²	2,335	5,767	432	3,964	3,762	3,252
FPC 2013 Season (Kg/Ha) ²	2,433	6,395	633	4,417	4,397	3,561
ACC/CSA	124%	138%	61%	157%	124%	132%
FPC/CSA	129%	153%	90%	175%	144%	144%

Source: ¹CSA 2013 Meher Report, ²ACC Program Management Office

	Tomato	Onion	Banana	Mango	Avocado	Average
ACC 2013 Season (Kg/Ha) ¹	28,936	20,500	35,631	34,598	31,639	31,461
FPC 2013 Season (Kg/Ha) ¹	49,051	21,000	42,299	48,730	27,662	36,815

Source: ¹ACC Program Management Office

Since the Central Statistics Agency calculates the yield of horticulture commodities based on sample data and predominantly from areas of rain-fed production, the ACC is producing in woredas with intense production systems and irrigation, those two data sets would not be comparable.

Early results from the **Horticulture FPC** pilot show signs of the effectiveness of the approach, although the pilot was implemented at a very small scale and more meaningful results can be expected for the coming implementation years. Since avocado is a perennial crop and the production harvested now is coming from trees planted years ago, the Horticulture FPC only began the pilot last year, the full benefits of the clustering approach are not fully traceable at this stage.



ACC 2013 E.C* . Crop Production Season Achievements

Indicator	Unit/ Details	Crop	Target (Set at regional level)	Achievement ¹	% Achievement
Area of land planted	Ha	Wheat	848.0K	813.9K	96%
		Maize	877.6K	895.9K	102%
		Malt Barley	111.7K	104.7K	94%
		Sesame	299.6K	259.6K	87%
		Tef	437.9K	450.4K	103%
		Total	2.6M	2.5M	98%
Quantity of crops threshed	Qt	Wheat	20.3M	30.6M	151%
		Maize	28.4M	51.7M	182%
		Malt Barley	2.6M	4.1M	162%
		Sesame	2.0M	1.1M	56%
		Tef	5.8M	10.5M	180%
		Total	59.1M	98.1M	166%

Source: ¹ACC Program Management Office

Indicator	Unit/ Details	Crop	Target (Set at regional level)	Achievement ¹	% Achievement
Area of land planted	Ha	Tomato	14.7K	10.6K	72%
		Onion	25.7K	9.6K	37%
		Banana	32.8K	32.7K	100%
		Mango	1.1K	1.0K	169%
		Avocado	3.0K	3.4K	111%
		Total	77.3K	58.2K	75%
Quantity of crops threshed	Qt	Tomato	5.7M	3.1M	54%
		Onion	6.8M	2.0M	29%
		Banana	12.9M	11.7M	90%
		Mango	546.8K	361.2K	66%
		Avocado	1.2M	1.1M	93%
		Total	27.1M	18.7M	69%

Source: ¹ACC Program Management Office

The ACC performance during the 2012 production season is strengthening evidence of the effectiveness of the program's clustering approach, as well as interventions across agricultural systems to drive the production and productivity of smallholder farmers to bring about agricultural transformation.

Before the beginning of the planting season, based on the program's Results Framework targets were set for areas of land planted and production with each region, in consultation with the RBoAs. These targets are used to monitor performance on monthly basis, and to ensure that implementation on the ground is in the right direction in driving the results expected in the Results Framework.

As mentioned above, the production targets derived from the Results Framework, calculated based on the survey conducted by IFPRI, are considerably lower than the performance tracked on the ground based on our monitoring data. Therefore, performance against target for crop commodities is 166%. For the coming implementation year, targets have been calculated applying the productivity increase established in the Results Framework between Year 2 and Year 3 to the actual production results seen in 2013 and registered above. This will lead to a more meaningful analysis on the continuous improvement driven by the ACC program.

In the case of horticulture, learning from this experience with grain targets were set based on a horticulture rollout strategy more grounded on the reality in horticulture clusters, informed by cluster-

* 2012 E.C is equivalent to 2020/2021 G.C



by-cluster production estimates and productivity increase. Those targets are ambitious and given the delayed stage of implementation of the horticulture component, the production performance was at 69%.



Output 1.1: Improved access to inputs/extension and financial services

Indicator 1.1a, Indicator 1.1b and Indicator 1.1c

Output	Indicator	Cum (C) or Non-Cum (NC)	Freq. of reporting	Unit/Details	Baseline	Year 2 Target	Achievement	Difference
ACC Results Framework	% of farmers with access to inputs (seed, fertilizer, agrochemicals)	(C)	Semi-annually	Fertilizer (% of HHs)	90.70%	91.50%	91.23% ¹ (99.71% of target)	-0.27%
		(C)	Semi-annually	Improved seed (% HHs)	57.70%	65.67%	57.69% ¹ (87.85% of target)	-7.98%
		(C)	Semi-annually	Agrochemicals (%HHs)	48.40%	53.00%	66.34% ² (125.11% of target)	+13.34%
	% of farmers with access to extension services (DA touchpoints, 8028)	(C)	Semi-annually	Extension (DAs) (% HHs)	79.90%	84.00%	88.35% ² (105.18% of target)	+4.35%
		(C)	Quarterly	8028 (% HHs)	13.60%	23.00%	57.52% ³ (250.07% of target)	34.52%
	% of farmers with access to financial services (saving, credit, insurance)	(C)	Monthly	Access to formal financial institution (%)	65.80%	90.70%	86.43% ² (97.41% of target)	-2.35%
		(C)	Monthly	Access to input credit (%)	65.80%	75.60%	8.21% ¹ (10.86% of target)	-67.39%
		(C)	Monthly	Saving account (%)	46.40%	53.36%	66.49% ² (124.61% of target)	+13.13%

Source: ¹ ACC program Management Office, ² FPC/ACC Survey 2021, ³ 8028 Project Report

Expanding access to inputs is one of the most critical components of the ACC program, which works from a systems perspective on policy-related issues at Federal level, all the way down to input distribution on the ground to ACC farmers. As part of the full package of technology introduced in **FPCs**, access to inputs is facilitated to clusters as groups, and the correct application of fertilizers and integrated pest control promoted. Through **Value Chain Alliances (VCAs)** platforms, critical issues on the availability of inputs are raised and addressed by different value chain actors and the ACC Inputs projects are strengthening the production and distribution of inputs.

Despite a critical shortage of improved seeds—which are climate-smart and have higher nutritional value—in the country, and ambitious targets based on the ACC baseline survey, access to fertilizers and seeds showed stronger improvement from Year 1 of implementation, reaching over **99%** and **87%** of their targets respectively. The ACC's environmental-conscious approach does not promote wide distribution of agrochemicals to all farmers, but pest management starting from land preparation. Agrochemicals are available in **One Stop Shops** where needed, and in specific instances such as the locust infestation, they might be deployed. As such, there is no facilitated distribution of agrochemicals overall, and data is not collected on that. Nevertheless, the ACC/FPC survey conducted asked farmers if they had access to agrochemicals when needed, and the responses surpassed the annual target in the Results Framework.



Extension services are another critical driver of production and productivity. In 2013 close to **90%** of ACC farmers had access to Development Agents. These DAs go through intensive capacitation not only on agronomic practices that improve productivity, but also use of mechanization, marketing, the adoption of CSA farming practices and gender engagement. Similarly, extension access through **8028** has reached more than double its annual target, and over **57%** of ACC farmers accessed information through the hotline.

Access to financial services, and in particular input credit has been a challenge for the ACC program. While **Rural Financial Services** aims to facilitate direct and indirect access to credit, the provision of credit is a policy issue that requires considerable investment from the public sector. In SNNP/Sidama, a large amount of uncollected debt in the previous years has led the Regional Bureau to stop the provision of all input credit for farmers. While the ATA has been engaging with the public sector to discuss solutions, and with farmers through cluster leaders to create awareness on the importance of repayment, it is not expected farmers will have access to credit in the near future. In Oromia, the ATA engaged the Regional Bureau of Agriculture closely on the issue, and the region availed **ETB 2B** worth of input credit, however the resources were not released until after the planting season. It is expected that they will be rolled over, and the region will see a substantial increase on credit access in the coming planting cycle. Amhara region had strong performance on access to credit. Moreover, it is important to note that there is a strong believe amongst stakeholders that the baseline calculated for access to different financial services is extremely high and overestimated, leading to highly ambitious targets. An important point to highlight is that the challenges in credit access are not impacting access to inputs, showing farmers are using their own preferred method of payment for inputs, cash in hand.

Performance on access to savings account and financial institution are reported based on the ACC/FPC survey, and due to consistency in methodology show strong results against Results Framework targets.

Achievements from contributing projects

The **Value Chain Alliances (VCAs)** and **Regional Transformation Councils (RTCs)** are the key governance systems of the ACC and they have continued to support the transfer of information between actors and platforms to help ensure increased production and productivity and market linkages. In the context of the pandemic, smaller meetings were held due to COVID 19 restrictions, following the appropriate healthcare guidelines to ensure these critical platforms could take place appropriately.

Farmer Production Clusters (FPCs) is scaling up the clustering of farmers to increase their scale and improve their agronomic practices. The expansion of this initiative is prioritized to ensure a larger share of ACC farmers are registered and using the full package technologies. In 2013, ATA targeted to include **44%** of total farmers in ACC woredas and succeeded in registering more than **50%** of ACC farmers planting priority commodities. Due to the expansion of **FPC**, the area of land under full package recommendation has reached 1,017,781 hectares and production and productivity of farmers has improved robustly.

The design of **Horticulture FPC**, conducted in partnership with regional teams by engaging all stakeholders all the way to the woreda level is successfully completed and is piloted across ACC horticulture woredas. Monitoring mechanism for the entire horticulture component has been put in place and regular PMO progress update established. The piloting of **Horticulture Farmer Production Clusters** brought the success and the learnings from FPC to horticulture commodities, with a focus on distribution of inputs and the development of market channels, which are specific challenges in these value chains. All the pilot targets on registration, area of land, input access, production and market linkage are met.

Inputs and financial Services

ATA and the ACC continue to work to strengthen the production and distribution of seeds:



The **Cooperative Based Seed Production** project has improved the aggregation and marketing capacity of cooperative unions, capacitated them to provide technical training on the production of high-quality seeds and supported them with access to early generation seed production (EGS).

The **Direct Seed Marketing** has capacitated the Ministry of Agriculture and Regional Bureaus through 10 different workshops on how to carry out the project, and the project is formally handed over to its long-term owner, the MoA. This project contributed to the seed marketing systems by creating an alignment to ensure efficient supply of seeds to farmers, matching production, distribution, and demand, helping identify shortages and delivering improved seeds to smallholder farmers at the right time and place, and at a competitive price.

For efficient input distribution and wide availability to smallholder farmers, new **Agricultural One Stop Shop and Service Centers** were built in partnership with local entrepreneurs.

RuSACCO Capacity Building continues to work to strengthen RuSACCos, enhancing their capacity to provide financial services for smallholder farmers. In 2013 ATA implemented diagnostic tool frameworks to assess capacity gaps of the credit cooperatives, provided tailored trainings and supported in building the capacity of RuSACCos' leadership on finance and governance.

ATA's projects also aim to strengthen rural financial systems, aiming to expand input credit and timely access to inputs. The **Input Voucher System (IVS)** engages local microfinance institutions (MFIs) or **Rural Saving and Credit Cooperatives (RuSACCos)** to qualify farmers for loans and issue cash or credit vouchers that can be used to redeem inputs at nearby cooperative stores.

Key achievements:

- In 2013, about **590.8K quintals of seed** and **5.4M quintals of fertilizers** were distributed to farmers in the ACC program and of which farmers in **FPCs** have accessed **440.7K quintals of seed** and **2.5M quintals of fertilizer**.
- To increase the availability of seedlings for horticulture, the construction of **8 nurseries** is completed and operationalized. Currently, **3 nurseries** and **3 greenhouses** are under construction and are expected to be completed in the first quarter of 2014. In addition, nurseries and greenhouses that are under construction are operating or will start to operate with full potential after their construction is completed.
- **AOSS** project coordinated and provided **business management and technical training** to **145 functional AOSSs**. Those AOSSs are selected from three regions (52 from Amhara, 58 from Oromia and 35 from SNNP/Sidama). In addition, **bookkeeping training and financial settlement reporting** was provided to **103 AOSSs from 103 woredas**.
- In Amhara, Oromia and SNNP/Sidama regions, **155 Agricultural One Stop Shops** have supplied different agricultural inputs and services to **2.1M farmers** at a value of more than **800M Birr**.
- In 2013, **12 CBSPs produced 80K** quintals of improved seeds and **70K** quintals are already distributed to the farmers. **9 CBSPs** were able to produce 6K basic seeds in partnership with regional research centers.
- The **DSM project** is successfully handed over to the Ministry of Agriculture. Regional learning and planning workshops have been conducted and, on the workshop, a total of **449 stakeholders participated** (327 males and 122 females).
- The **RuSACCO Capacity Building** project implemented capacity building diagnostic tools framework by assessing gaps, providing feedback, and following up in **1,280 RuSACCOS**. In addition, **379 RuSACCO leaderships were trained** on diagnostic framework.
- In 2013, **6.3M** smallholder farmers have utilized the **Input Voucher Sales (IVS)** system to purchase **12.2 M quintals** of fertilizers, seeds, and chemicals that are worth **16.96 B Birr**.



- A total of **459K (84% Female headed)** households received financial literacy training in 2013.

Extension services

The **8028 Farmers' Hotline** has continued to provide farmers and extension workers (DAs) with best practice information on production, productivity, market access and sustainable agricultural practices. The hotline has also expanded its helpdesk to **70 additional ACC woredas** in Amhara, Oromia and SNNP/Sidama regions. While serving as a reliable source of information, the system is also being leveraged to broadcast surveys to DAs on various topics including desert locust, crop diseases, , and emergency responses. The system has also been instrumental in conducting push messaging to farmers and DAs with content on production, productivity, access to markets, and nutrition.

CropIn project has started its pilot this year and is implemented as an evolution of the Data Enhancement Project, with the objective of collecting reliable, consistent data to track and improve farm practices, decision making and program management. DAs input information on the evolution of activities on the ground, from land preparation to sales and commercialization, in line with the ACC Results Framework, and the team at the Head Office has aggregated and generated reports, with the objective of digitizing all data collection related to the ACC in the future. The system subscription for this pilot is being funded by MercyCorps, and only costs related to training and the management of the pilot were part of the ACC 2013 budget.

Key achievements:

- After the **8028 Farmers' Hotline** project faced major challenges in 2012, with multiple degradations because of the reduced Ethio-Telecom infrastructure support, the ATA has worked with the MoA and Ethio-Telecom to address the issue and technical solution has been created and the system was fully operational in 2013.
- In 2013, the system registered **481,321 new users** on the Hotline, which resulted in a total of **1,915,956 users** and received **4,469,004 calls** in the service of which 20% from users who have called the system three times and 25% at least two times. **7,856 questions** were generated at help desk. The system has been leveraged to **survey 492,739 extension workers** and DAs. The system has sent **434,000 SMS or voice call** to farmers and of which at least **85% of farmers reached**. The **8028 Farmers' Hotline** has successfully accommodated calls and SMS requests into the system and was able to broadcast messages and alerts to smallholder farmers, broadcast disease occurrence surveys (Wheat Rust, Fall Army Worm, Desert Locust, Crop diseases, infestation and emergency response messages. Through the hotline, **700,000 IVR alerts** were broadcasted on **Unseasonal Rainfall** in Oromia, **488,523 emergency alerts** were broadcasted on **Rust prevention**, **434,000 SMS and IVR messages** were broadcasted on **Nutrition** in Amhara, Oromia and SNNP/Sidama region, **1.5M IVR emergency messages** were broadcasted on **Desert locust** and **8028 IVR/SMS overview** and **FPC training** is given for Oromia Regional Bureau of Agriculture with **140 participants**.
- Under the **CropIn** project, data collection activities have continued, and 1,149 FPC clusters have been registered. An alternative dashboard apart from vendor one, has been established at ATA and being used by project team members for analysis, decision making and data quality control activities.



Output 1.2: Increased adoption of improved production practices

Indicator 1.2a

	Output	Indicator	Cum (C) or Non-Cum(NC)	Freq. of reporting	Unit/ Details	Baseline	Year 2 Target	Achievement ¹	Difference
ACC Results Framework	Increased adoption of improved production practices	Hectare of land under full recommendation packages (improved seed, fertilizer, agro-chemical, agronomic practices)	(C)	Semi-annually	Ha	N/A	1,286,721	1,017,781.09 (79.10% of target)	-268,940

Source: ¹ ACC Program Management Office

At the heart of the ACC's strategy to increase production and productivity is the clustering of farmers to access the full package of technologies, which not only includes access to inputs and extension services but also improved agronomic practices including land preparation, time of sowing, plant populations, time of fertilizer application & weeding, time of harvesting, threshing, etc. Established and revisited with a group of value-chain stakeholders and based on climate-smart agricultural practices, the full package has enabled **FPC farmers** to reach an average yield **22% higher than non-FPC, ACC farmers**, and **44% higher than the CSA average** for crop commodities¹.

As highlighted previously to the Technical and National Steering Committees, the initial assumptions for land size per farmer were overestimated when the Results Framework was first designed. As such, while the number of farmers under production clusters continues well above target, the area of land committed to planting is lower than established in the Results Framework.

Achievements from contributing projects

Horticulture Farmer Production Clusters had a highly successful pilot in 2013, with **over 500 hectares** planted, above the pilot's target. Performance targets for this pilot, from end-to-end of the production cycle (from planting, input access, production, contract farming to sales) was well above the pilot's target. The project is targeted to expand exponentially in 2014.

¹ Source: ACC Program Management Office



From 2012 to 2013, the number of farmers that are in **Farmers Production Clusters (FPCs)** (crop and horticulture) has increased by **27%**, from **1.3M to 1.7M**, whereas the area of land planted has increased by **75%**, from **581.6K hectares to 1.0M hectares** of land.

Key achievements:

- In 2013 planting season, **1.7M smallholder farmers** were registered in **71.2K clusters** and **1.0M hectares of land** was covered under the **Farmers Production Clusters (FPCs)** Project.
- The **Horticulture Farmers Production Clusters** pilot implemented in 2013 showed positive results. Under this project, **9.3K smallholder farmers** were registered in **346 clusters** and **2.7K hectares of land** was covered.



Output 1.3: Improved adoption of pre- and post-harvest technologies

Indicator 1.3a and Indicator 1.3b

Output	Indicator	Cum (C) or Non-Cum(NC)	Freq. of reporting	Unit/ Details	Baseline	Year 2 Target	Achievement ¹	Difference
Improved adoption of pre- and post-harvest technologies	% of farmers using improved on-farm storage	(C)	Annually	Farmers using modern gotera and/or bags (%)	36.90%	37.23%	19.34% (51.94% of target)	-17.89%
	% of farmers using mechanization services (by farm operation)	(C)	Annually	Farmers who have access to mechanization (%)	7.40%	7.90%	15.49% (196.1% of target)	+7.59%

Source: ¹ ACC Program Management Office

In 2013, a new project on **Post-harvest Management**, to reduce post-harvest loss as well as to drive value addition was designed. Storage solutions with the highest potential for loss reduction and value addition, such as harvesters, Zero Energy Cooling Chambers, shellers and hermetic bags will start being piloted in ACCs in 2014, strengthening the later stages of the production cycle, production and productivity.

Meanwhile, access to mechanization was strengthened considerably due to the clustering approach of **FPCs**, which enables farmers to access mechanization services as a group, benefiting from economies of scale while simplifying access. For machine providers, having FPCs as a platform for the provision of their services is a valuable opportunity to streamline their operation and provide reliable market channels for their services. In SNNP/Sidama, a successful initiative linked machine providers directly with FPCs within a cluster in sequence, expanding access to tractors widely within the region and particularly in FPCs. The experience has been shared and will be implemented in other regions next year.

Mechanization services, including not only tractors and machines but also tef raw planter, BBM, combine harvester, etc. were accessed by over **15%** of the ACC farmers, almost twice the Results Framework target for Year 2. Operating **Mechanization Service Centers** will expand that access further in the coming year.



Achievements from contributing projects

To avoid farmer distress selling and decrease post-harvest losses, the **Horticulture Farmer Production Cluster** pilot has supported farmers in using modern storage and packaging technology for their produce. These efforts will be expanded and integrated with the Post-harvest Management project, piloting several innovative solutions aiming at loss reduction and value addition. Partnerships with the public and private sector will scale the use of these technologies. Under the **Mechanization Service Center Pilot Project**, **10 service centers** are under construction, **9** of which are expected to conclude in 2014. Even though the centers are under construction, the project is providing regular technical support for **MSCs** in relation to the physical infrastructure development and business skill development. This project supported and promoted the adoption of environmental-friendly machineries in the service centers.

Key achievements:

- **10 MSCs** identified building contractors through a bid process, entered to contractual agreement and made the initial payment and have started the construction of the centers. Machinery Operators are trained on Agricultural tractor and Combine harvester. Except one MSC which is in Tigray region, the other **9 MSCs** in the three regions are planned to complete the construction in 2014 and start operating in full capacity.
- **11** combine harvesters and **8** tractors accessed by **5 MSCs** and engaged in harvesting and tillage operations.
- In 2013, the number of ACC farmers that used both pre-harvest and post-harvest mechanization services was **548.3K** of which, **350.5K** farmers are in the **FPC** project.
- In 2012, the **MSC** project faced a challenge with pending lease financing by the Development Bank of Ethiopia (DBE), and loss of interest to provide lease financing after analyses of business plans from each MSC owner. In 2013, to mitigate the problem, for the supply of machines, a tripartite MoU was signed among ATA, MoA and Ethiolease to jointly support the implementation of the 10 MSCs in the four regions with defined roles and responsibilities, where the ATA is providing technical support and EthioLease the necessary machinery packages to the MSCs.



Challenges and mitigation

No.	Challenges	Mitigation	Next Steps
PROGRAM-LEVEL			
1	Security challenges (31 woreda in Tigray, 15 woreda in Amhara, 19 in Oromia)	An assessment with the damage to project infrastructure and a recovery plan were developed and approved with development partners, the situation in the region continues to be monitored closely	<ul style="list-style-type: none"> - Continuously monitor the situation both on the ground and federally from HQ - Engage closely with the public sector for direction on how to operate in the region - Brief development partners on the changing geopolitical scenario in the region monthly, for alignment on way forward
2	Sesame continues to underperform due to a series of challenges across this value chain: <ul style="list-style-type: none"> • Shortage of improved sesame seeds • Low level of mechanization throughout the production process • Significant amount of post-harvest loss 	A detailed study on the sesame value chain was conducted by the ATA Analytics team, and several solutions are currently being piloted in Amhara, for future rollout in other regions	<ul style="list-style-type: none"> - Finalize pilot of sesame solutions - Assess the results of different value chain interventions - Roll solutions out to sesame clusters in all regions
3	Access to input credit is a challenge for farmers producing all priority commodities. Policy-related issues at regional level do not allow for the expansion of credit access	At regional level, ATA continues to engage with RBoAs to assess how credit can be facilitated	<ul style="list-style-type: none"> - Continuously engage with RBoAs to understand how challenges to credit provision can be overcome - Educate farmers on the importance of paying debt - Continue monitoring to ensure low access to credit is not forbidding access to inputs
PROJECT-LEVEL			
4	Shortage of demanded inputs in the market and illegal traders are challenging the AOSS businesses	<ul style="list-style-type: none"> • Effective consultation workshops and integration works have been done with concerned government officials • To solve the input availability challenge, AOSSs are establishing a share company in each region to import inputs 	<ul style="list-style-type: none"> - Continue to engage closely with government officials to ensure a fair marketplace for inputs - Coordinate the establishment and operations of share companies established by AOSSs.



			<ul style="list-style-type: none"> • Provide support in human resources and MoA engagement to facilitate forex access
5	CBSP Unions in Oromia and SNNP/Sidama could not secure adequate loan from commercial banks because of high interest rates	Establishing a credit product with low interest rate to local seed producers	<ul style="list-style-type: none"> - Engage with MoA and RBoAs to facilitate ways through which unions can get better loans - Conduct a detailed study on the problems around loans for unions by the Analytics team
6	Contractors defaulting on the construction of horticulture-related infrastructures due to construction material cost escalation	Procurement of new contractors with enforcement mechanisms has begun	<ul style="list-style-type: none"> - Discussions have been made with contractors and supported to obtain cement from distributors as priority order with support letter from regional Bureau of trade - Conclude procurement processes and finalize uncompleted pieces of constructions
7	Some MSCs have not been able to secure all required machinery due to issues with access to agricultural machinery lease by DBE	Access alternative financial institutions in lieu of DBE	<ul style="list-style-type: none"> - Continuous engagement with financial institutions to provide the required level of financing to MSCs for the procurement of machinery
8	Under MSC project, lease finance by EthioLease capital to provide machines is increasingly expensive as the repayment is based on existing hard currency exchange rate	This problem is escalated to Ministry of Agriculture and a committee is established to address the issue and design solutions	<ul style="list-style-type: none"> - Establish alternative financing mechanisms that enable MSC owners to secure capital and machinery as per the project plan - Continue to engage with senior stakeholders across the public sector
9	Delay on a major system development in 8028 Farmers Hotline , aiming to modify and upgrade services due to challenges in the procurement process	Redo and strengthen procurement for this service	<ul style="list-style-type: none"> - A new procurement process with enhanced clarity on requirements and amongst bidders has started



Outcome 2: Improved Access to Markets

Indicator 2a

Outcome	Indicator	Cum (C) or Non-Cum(NC)	Freq. of reporting	Unit/Details	Baseline	Year 2 Target	Share of marketable surplus target	Achievement ¹	Difference
Improved access to markets	% increase in the share of marketable surplus	(C)-Increase from the baseline	Every 2 years and 5 years	Tef	23.40%	4.24%	27.64%	29.53%	+1.89%
		(C)-Increase from the baseline	Every 2 years and 5 years	Maize	32.03%	5.37%	37.40%	37.42%	+0.02%
		(C)-Increase from the baseline	Every 2 years and 5 years	Sesame	37.95%	1.30%	39.25%	89.32%	+50.07%
		(C)-Increase from the baseline	Every 2 years and 5 years	Malt Barley	26.48%	3.94%	30.42%	65.48%	+35.06%
		(C)-Increase from the baseline	Every 2 years and 5 years	Wheat	22.52%	5.47%	27.99%	32.53%	+4.54%
		(C)-Increase from the baseline	Every 2 years and 5 years	Tomatoes	75.40%	4.96%	80.36%	84.79%	4.43%
		(C)-Increase from the baseline	Every 2 years and 5 years	Onion	84.80%	2.72%	87.52%	80.00%	-7.52%
		(C)-Increase from the baseline	Every 2 years and 5 years	Avocado	56.60%	4.76%	61.36%	83.08%	+21.72%
		(C)-Increase from the baseline	Every 2 years and 5 years	Banana	56.40%	4.45%	60.85%	90.00%	+29.15%
		(C)-Increase from the baseline	Every 2 years and 5 years	Mango	47.20%	7.42%	54.62%	80.00%	+25.38%

Source: ¹ACC Program Management Office



Indicator 2b

	Outcome	Indicator	Cum (C) or Non-Cum(NC)	Freq. of reporting	Unit/Details	Baseline	Year 2 Target	Achievement ¹	Difference
ACC Results Framework	Improved access to markets	% increase in share of outputs sold through prior arrangement (with agreement before harvest)	(C)	Every 2 years and 5 years	% of share output sold	5.60%	9.35%	12.18% (130.28% of target)	+2.83%

Source: ¹ACC Program Management Office

During the second year of full-scale implementation, the ACC Program continues to focus all its activities on commercializing smallholder farmers towards market-oriented farming practices and end-to-end value chain interventions rolled out to farmers. With superior production and productivity, it is critical to create and reinforce market linkages for farmers to sell their increasing production, driving direct impact to their incomes. **FPCs** and their scaled-up, aggregated production are a potent vehicle for commercialization as it facilitates engagement with buyers and contract signing. Collectively, FPCs are able to fulfill the demand of large-scale buyers and to streamline sales processes. More broadly, all ACC farmers benefit from field days where buyers and farmers are brought together, and **Value Chain Alliances** where different value chain actors convene to discuss the challenges and solutions of production and commercialization specific to a commodity.

The ACC program was designed to be implemented in full integration with the **Integrated Agro-Industrial Parks**, and as these reach different levels of completion and operation across regions, ATA regional offices are engaging closely to start assessing their demand for ACC priority commodities and start supplying it in the coming production season. At Federal level, the program leadership continues to participate in strategic meetings on the progress of the IAIPs and its steering committees.

While the IAIPs near completion, at the Federal level, the ACC continues to reach out to private and institutional buyers, industry, cooperatives, etc. to establish new market channels for ACC farmers and provide reliable outlets for the consumption of their growing production.



ACC 2013 E.C* Production Season Achievement: Grain crops

Indicator	Unit/Details	Crop	Target (Set at regional level)	Achievement ¹	% Achievement
Quantity of commodities sale contract signed	Qt	Wheat	1.1M	884.0K	79%
		Maize	1.3M	1.0M	81%
		Malt Barley	1.2M	1.3M	114%
		Sesame	80.7K	9.1K	11%
		Tef	398.2K	371.4K	93%
		Total	4.1M	3.6M	90%
Value of crop sale contract signed	Birr	Wheat	1.8B	1.5B	81%
		Maize	1.2B	1.2B	100%
		Malt Barley	2.1B	2.5B	118%
		Sesame	364.9M	48.5M	13%
		Tef	1.2B	1.3B	110%
		Total	6.7B	6.5B	97%
Quantity of marketable surplus sold	Qt	Wheat	5.7M	10.0M	175%
		Maize	10.8M	19.3M	179%
		Malt Barley	1.3M	2.7M	216%
		Sesame	785.9K	1.0M	128%
		Tef	1.8M	3.1M	170%
		Total	20.3M	36.1M	177%
Value of marketable surplus sold	Birr	Wheat	9.6B	20.5B	213%
		Maize	9.6B	24.2B	252%
		Malt Barley	2.3B	7.2B	315%
		Sesame	3.3B	4.7B	143%
		Tef	5.5B	11.5B	208%
		Total	30.3B	66.2B	219%
Share of marketable surplus sold	%	Wheat	28%	33%	116%
		Maize	38%	35%	92%
		Malt Barley	49%	28%	58%
		Sesame	39%	89%	228%
		Tef	31%	30%	94%

Source: ¹ACC Program Management Office

The share of marketable surplus sold across all five crop commodities surpassed the annual target, indicating the success of the programs efforts to commercialize smallholder farmers. These detailed targets are set with each region based on the percentages established in the ACC Results Framework. The mid-program review in 2014 will provide like-for-like comparison against the targets set in the Results Framework based on the original IFPRI survey.

The performance against contract farming indicators has improved considerably over last year's result, due to the continuous awareness creation with farmers on the advantages of contracting. In **Maize** and **tef**, particularly, the data shows the effectiveness in promoting contracting, particularly in FPCs. Due to the overall challenges with its value chain **Sesame** underperformed in contract farming as well. We expect the strengthening of sesame production and commercialization overall to improve performance against this indicator as well.

* Equivalent to 2020/2021 G.C



ACC 2013 E.C* Production Season Achievement: Horticulture

Indicator	Unit/Details	Crop	Target (Set at regional level)	Achievement ¹	% Achievement
Quantity of commodities sale contract signed	Qt	Tomatoes	613.9K	196.8K	32%
		Onion	808.1K	288	0%
		Avocado	93.0K	249.0K	268%
		Banana	993.6K	1.4M	144%
		Mango	42.1K	12.4K	29%
		Total	1.7M	1.9M	108%
Value of crop sale contract signed	Birr	Tomatoes	900.4M	339.5M	38%
		Onion	7.6M	2.9K	0%
		Avocado	105.2M	152.9M	145%
		Banana	995.6M	1.4B	143%
		Mango	42.9M	18.5M	43%
		Total	2.1B	1.9B	95%
Quantity of marketable surplus sold	Qt	Tomatoes	5.0M	1.4M	27%
		Onion	6.1M	2.0M	32%
		Avocado	957.4K	906.5K	95%
		Banana	11.5M	10.5M	91%
		Mango	392.8K	289.0K	74%
		Total	24.0M	15.5M	65%
Value of marketable surplus sold	Birr	Tomatoes	7.3B	2.1B	28%
		Onion	9.2B	470.8M	5%
		Avocado	1.0B	1.0B	99%
		Banana	11.5B	10.5B	92%
		Mango	398.7M	433.4M	109%
		Total	29.4B	14.8B	50%
Share of marketable surplus sold	%	Tomatoes	89%	44%	50%
		Onion	90%	80%	89%
		Avocado	83%	85%	102%
		Banana	89%	90%	102%
		Mango	72%	80%	111%

Source: ¹ACC Program Management Office

Horticulture value chains are considerably less developed than crop commodities particularly when it comes to their market channels. To overcome these challenges, the ACC is constructing **10 roadside market sheds** for selling produce (5 operating, 4 beginning operation in 2014 E.C. and 1 in Tigray region which the status could not be tracked). Additionally, the robust scaling up of **Horticulture FPC** will strengthen farmers ability to commercialize their produce through FPC's proven boost of marketing capability. The development of the commercialization components of these value chains is being driven by intensive work under the ACC project: the identification of top buyers demand and supply; negotiation and contract agreement signing events; regular supervision, backstopping and technical support. In 2013, approximately **9,000 horticulture farmers clustered in 346 FPCs** as part of the **HFPC** pilot nearly met their contract farming targets (volume and value of commodities sales contract signed) at **94%** and **87%**, and well surpassed commercialization targets (volume and value of marketable surplus sold), at **176%** and **111%**. The scaling up of horticulture FPC will bring this strong performance to more farmers producing horticulture commodities.

Different experiences show the success of these ACC market linkage efforts. In SNNP/Sidama, Dutch enterprise SUNVADO collected approximately **140,000 quintals of avocado** produced by ACC farmers

* Equivalent to 2020/2021 G.C



through cooperatives via contract agreements, processed and exported crude oil. In SNNP/Sidama, Omotic General Trading PLC sources bananas from ACC farmers through cooperatives and unions, processes and exports to Somaliland. These experiences are being documented and socialized across regions for replication and the national strengthening of horticulture value chains.

Onion and **Tomato** underperformed in contract farming, though since the horticulture component of ACC is delayed in comparison with crop commodities, the program team is learning continuously on where priorities and efforts should be allocated. The last year was the first time when a monitoring mechanism was in place to assess production and commercialization of horticulture commodities, giving visibility to strengths and weaknesses, while for the coming year there is also a stronger foundation for more relevant, accurate target setting and reporting.



Output 2.1: Increased level of farmer aggregation

Indicator 2.1a, Indicator 2.1b

	Output	Indicator	Cum (C) or Non-Cum(NC)	Freq. of reporting	Unit/Details	Baseline	Year 2 Target	Achievement ¹	Difference
ACC Results Framework	Increased level of farmer aggregation	# of farmers in production clusters	(C)	Annually	# of farmers	N/A	1,620,000	1,686,057 (104.08% of target)	+760,195
		Hectare of land under production clusters	(C)	Annually	Ha	N/A	1,286,721	1,017,781 (79.10% of target)	-268,940

Source: ¹ACC Program Management Office

FPCs continue to be key drivers of commercialization, ensuring product quality by adopting high-quality inputs and enhanced farming practices, and enabling clusters to access markets together serve larger buyers, strengthen negotiating power, and benefit from economies of scale. In 2013, crop commodity farmers in approximately **68,000 registered clusters** (exc. Tigray) sold Birr **27 billion** worth of crop commodities², more than half of the entire ACC's registered sales while covering approximately **35%** of the area planted under the program. The clustering approach also enhances contract farming, since farmers can negotiate as a cluster and supply to large buyers. The FPC project facilitated the signing of contracts for the sale of **2.7 M** quintals of commodities, **75%** of the total contract sales signed under the entire ACC program³.

The results of the **Horticulture FPC** pilot are encouraging and strengthen evidence that FPC's clustering approach is an effective driver of commercialization and value chain development, nearly meeting or surpassing all the ambitious targets set for horticulture produce commercialization, even as the results in the overall, non-FPC horticulture component were considerably behind those of crop commodities³.

As highlighted previously, our initial assumptions for land size per farmer were overestimated. As such, while the number of farmers under production clusters was well above target, the area of land committed to planting was lower.

² Source: ACC Program Management Office; Data reported includes farmers and clusters registered in the beginning of the season in Tigray (190K farmers, 57K hectares of land)

³ Source: ACC Program Management Office



Achievements from contributing projects

As part of establishing farmers-owned companies, **Farmer Production Clusters** are expected to pass through different stages including **pre-basic, basic, intermediate, and advanced**. Clusters in the initial pre-basic stage where **100%** farmers adopted all the package's recommendations, implemented climate-smart agricultural practices, ensured women participated in decision-making at the cluster level and achieved high levels of commercialization have graduated from pre-basic to basic. While at basic stage, FPCs receive specialized, business-oriented capacity building and extension.

The registered FPCs are assessed each year for cluster transition using evidence-based criteria. Transition of FPCs from pre-basic to basic stage is conducted based on their application of full package recommendation including CSA practices, their land under cultivation, cluster management, degree of commercialization and coordination. In addition to the components assessed for the transition of pre-basic to basic stage, the transition of FPCs from basic to intermediate also includes the storage methods and mechanization usage by the FPCs.

The criteria for cluster transition are deliberately strict, as only very high-performing clusters are expected to perform well at higher stages and able to operate independently at company level. Yet, for FPCs that were not able to transit to the next stages, the main challenges are identified, and next steps analyzed and being rolled out by the ATA. The major issues observed last year are low performance in the application of improved seed recommendations, low performance in the adoption of climate smart practices, low number of clusters with cluster management team of 4, with at least 1 women and low performance in commercialization of recommended percentage of surplus. Support is being provided for FPCs that are in the pre-basic stage with highly targeted interventions based on analysis of the data collected through the assessment, specific to their locations, commodity, and gaps in achieving criteria, which will strengthen transition rates.

Key achievements:

- In 2013, **13.3K FPCs** were assessed. More than **3.5K FPCs** were transitioned from **pre-basic to basic** and **376 FPCs** from **basic to Intermediate stage**.
- About **3.4M quintals** of ACC commodities grain signed as contract sale of which, **2.6M quintals** of grain were from **FPC** clusters with a total value of **5.7B Birr**



Output 2.2: Improved access to market information and outlets

Indicator 2.2a, Indicator 2.2b

Output	Indicator	Cum (C) or Non-Cum(NC)	Freq. of reporting	Unit/Details	Baseline	Year 2 Target	Achievement	Difference
ACC Results Framework Improved access to market information and outlets	% of farmers who perceive they have access to sufficient market information	(C)	Every 2 years and 5 years	% of farmers	18.70%	24.00%	46.33%¹ (193.06% of target)	+22.33%
	# of smallholder farmers who accessed validated market information	(C)	Quarterly	# of farmers	N/A	230,000	314,539² (136.76% of target)	+ 84,539

Source: ¹FPC/ACC Survey 2021, ²NMIS Report

Through the ACC Governance Platforms, including **Value Chain Alliances** and **Regional Transformation Councils**, farmers, cluster leaders, public sector officers, and market actors can monitor and make commercialization-related decisions that benefit farmers, drive income and enhance market linkages. Results from the ACC/FPC survey conducted in 2013 show farmers have a strong perception on the market information available to them, with over **46%** reporting they believe to have sufficient market information to make commercialization decisions. The rate is higher among FPC farmers, **50%** of which perceive they have sufficient market information.

The **National Market Information System** is available in **36%** of ACC woredas, disseminating relevant market information to farmers in real time. According to data compiled by the ACC Program Management Office, while **FPC** farmers sold **105%** of the regionally-set commercialization targets for the 2013 production season, they were able to sell it for **123%** of the targeted value,² evidencing the impact of accurate, timely market information for commercialization and smallholder farmer income. From **14.9M quintals** of crops and oil seeds sold by FPCs, **2.7M quintals** were sold through prior agreements and contracts².

² Source: ACC Program Management Office



Achievements from contributing projects

The ACC governance platforms (VCAs, RTCs) are focused on creating market linkages for farmers and clusters based on fair market price.

The **National Market Information System (NMIS)** project has in place a market information system for agricultural commodities. The project upgraded the current system and expanded the project to ensure timely, accurate market information is available to smallholder farmers and value chain actors. The project provided data which is collected from reliable sources and has been validated. To create awareness and increase the use of the system, advertisement, promotion, and awareness creation workshops were conducted with stakeholders.

When it comes to opening and reinforcing marketing and sales channels for ACC farmers, the **Agriculture Trade and Investment Promotion (ATIP)** project continued to create an enabling environment in which smallholder farmers can have diversified opportunities to market their outputs and be effectively linked to local and global supply chains. The project worked on creating market linkages between processor and SHFs in selected ACC prioritized commodities and the project supported regions and coordinated the promotion of ACC commodities in national and international platforms.

Key achievements:

- In 2013, **127 VCAs meetings** were conducted in Oromia, Amhara and SNNP/Sidama regions in the presence of **VCA** actors. In addition, **4 RTC meetings** were conducted in Amhara and Oromia regions.
- In 2013, **NMIS** continued to operate in **157 woredas** of which 110 woredas are in the ACCs. **244 data enumerators** have been trained and **more than 30K market data** has entered the NMIS platform.
- In 2013, the **ATIP** project supported the full conversion process of large scale domestic and international agro-processing investments worth **1.7B Birr**. Two major international tradeshows were co-organized with the Ministry of Agriculture and Ministry of Trade and Industry and **USD 45.6M** in sales contract is generated.
- **ATIP** has worked implementation of the Food and Beverage Processing and Auxiliary Industries strategy to create market linkage of more than **53M** value for small holder farmers.
- **ATIP** has worked to promote opportunities in Food and Beverage Processing and Auxiliary Industries. In 2013, the team took part in the annual African Green Revolution Forum (AGRF) and presented investment opportunities in food and beverage processing and supported private companies to take part in the AGRF deal room to attract investors. In addition, the team took part in the virtual AIM 2020 and Virtual Agrofood & Plastprintpack Africa 2020 investment forums to promote opportunities in Food and Beverage Processing and Auxiliary Industries.
- **ATIP** team hosted regional agro-processing forum for cooperatives and model farmers in Oromia region to promote investment opportunities in the Bulbula Integrated Agro-Industry Park and in addition, the team held discussions with Bulbula and Bure Integrated Agricultural Industry Parks (IAIPs) on areas of support to attract agro-processors.



Output 2.3: Improved value addition practices

Indicator 2.3a, Indicator 2.3b

	Output	Indicator	Cum (C) or Non-Cum(NC)	Freq. of reporting	Unit/ Details	Baseline	Year 2 Target	Achievement	Difference
ACC Results Framework	Improved value addition practices	% of farmers practicing value addition at household level	(C)	Annually	% of farmers	64.20%	68.00%	72.22%¹ (106.20% of target)	4.22%
		# of SMEs have been institutionally strengthened to deliver competitive products or services, through various methodologies adapted to their size and needs	(C)	Annually	# of SMEs	170	456	224² (49.12% of target)	-232

Source: ¹ACC Program Management Office, ²AgriHub report

AgriHub works to capacitate SMEs and support their professionalization and financing, strengthening the agriculture private sector and improving value-addition practices. To date, **AgriHub** has focused on supporting enterprises directly related to ACC projects, such as AOSSs and MSCs, ensuring these small businesses have the capacity to provide critical services to farmers, secure funding and enhance their business skills. The project aims to expand, build on its experience, and start supporting SMEs that are unrelated to ATA projects, but still provide much-needed services to farmers such as processing and value-addition.

While monitoring data shows a high rate of farmers practicing value addition (cleaning, sorting, grading) at household level, the **Post-harvest Management** project, which had its design concluded and is beginning to be piloted, will strengthen this value-chain component in both crop and horticulture commodities, increasing the quality and value of ACC products to better serve buyers and ultimately increase farmer income.

Achievements from contributing projects

After production, it is crucial to ensure that products are stored well, sorted, cleaned, graded and processed as to increase their market value. Having storages to keep products safe, which has been a priority in **horticulture clusters**.

Moreover, ATA through the **Agriculture Trade and Investment Promotion (ATIP)** project worked on attracting investments into Ethiopia's Food Processing and Auxiliary Industry. In 2013, the ATIP project supported the execution of multi-stakeholder partnerships in Tomato value chain with Unilever and other partners.

The **AgriHub** project strengthened SMEs to deliver competitive products and services. The project supported the SMEs by providing training and support related to business skill development. The project drafted the objective, scope, activities, and the corresponding budget required to conduct a consulting study to select value chains to support Exporters and Value addition MSMEs within ACC.



Key achievements:

- The **Agrihub** project conducted study and identified **4 potential ACC crops** (Tomato, Mango, Wheat and Avocado) to expand its scope and support MSMEs providing value-addition and supporting produce exports for smallholder farmers, an impactful expansion planned to be rolled out in 2014.
- The **AgriHub** project team provided business advisory service for **20 SMEs** in Accelerator and Capacity Booster tiers.

Challenges and mitigation

No.	Challenges	Mitigation	Next Steps
PROGRAM-LEVEL			
1	Delay in construction of agro-industrial parks	Engaging a wide range of potential buyers is critical for the program's commercialization approach	<ul style="list-style-type: none"> - Work closely with IAIPs in each region to be ready to supply to them as soon as operations begin - Design a monitoring mechanism to track the engagement between the ACC program and IAIPs including indicators of performance, targets and strategic activities leading to strong alignment - Continue to engage with buyers from the private sector, cooperatives, etc., to establish a wide variety of market channels for farmers
2	Lack of commercialization data for small-scale sales in local areas	Stakeholders must keep in mind that the numbers reported on the commercialization data do not account for the number of commodities that are sold to primary users in that locality at local markets, etc.	<ul style="list-style-type: none"> - The mid-program review will provide consistent methodology to assess transformation in farmers' commercialization rates from inception - Study the possibility of enhancing data collection on commercialization, and ways to capture sales of small-quantities commercialization data
3	Limited scaling up of the existing experience on engagement with large industrial buyers	Map each step in the successful engagement of large buyers leading to robust sales contracts (e.g. malt barley for breweries) and replicate systematically across value chains	<ul style="list-style-type: none"> - Document existing best experiences and scaling up to other commodities
4	Marketing related VCA s were conducted only once a year , with insufficient follow up; marketing activities had limited focus on increasing demand	Standardize activities across regions and develop specific implementation plan based on the cluster's needs	<ul style="list-style-type: none"> - Follow the detailed, annual calendar of market linkage and buyer outreach activities
PROJECT-LEVEL			



5	Delay in construction of roadside market sheds	The anticipation of potential delays, as well as close alignment with Procurement is crucial for construction-related initiatives	<ul style="list-style-type: none"> - Complete constructions in the coming year - From a total of 10 roadside market sheds, the construction of 4 of them is completed and they are starting to operate, 5 are under construction and a final one is in Tigray, which for currently its status is not known
6	The ATIP project is affected by the artificial high prices , market distortions and lack of appetite from cooperative unions to engage in contract sales	An Analytics study was conducted on Market Linkages and the promotion of contract farming	<ul style="list-style-type: none"> - New marketing units are being established under the ACC program. Responsibilities of the market units are identified and assigned based on the type of actors required to strengthen marketplaces in each cluster - The cluster coordinators and regional experts along with the FPC and ATIP project team will work together to link buyers and sellers at all levels.
7	Some MSMEs that are supported by the AgriHub project could not fulfill the required preconditions to use Sage 50 accounting and inventory management software.	Capacitate MSMEs to fulfill the gaps found to the appropriate use of the software	<ul style="list-style-type: none"> - Implement capacity building plan for MSMEs from the beginning of 2014
8	Additional clarity was required on the full ownership of the NMIS program delaying the completion of some planned activities	The project is now fully delegated to the ATA by the Ministry of Trade and Industry, and activities have resumed	<ul style="list-style-type: none"> - N/A



Outcome 3: Improved Environmentally Sustainable Farm Practices

Indicator 3a

	Outcome	Indicator	Cum (C) or Non-Cum(NC)	Freq. of reporting	Unit/Details	Baseline	Year 2 Target	Achievement	Difference
ACC Results Framework	Improved environmentally sustainable farm practices	% of farmers adopting climate-smart agriculture practices	(C)	Every 2 years and 5 years	% of farmers	27.46%	35.15%	-	Not applicable

All ACC initiatives have climate-smart agriculture mainstreamed into their design, and climate-sensitive practices and technologies are priorities for projects and interventions. To strengthen coordination between these initiatives, a **CSA expert** is being hired and is expected to join the ATA team in Q1 2014, similarly to the arrangement in place for gender inclusion.

1. Under **Farmer Production Clusters** and **Horticulture Farmer Production Clusters**, the full package adopted by farmers is designed and revisited yearly to include climate-smart agricultural practices, such as introduction of high yielding and stress tolerant crops, crop rotation, composting and supplemental irrigation. Other projects such as **CBSP** (multiplying drought resistant crops), **AOSS** (distributing climate-smart inputs), promote climate sustainability from end-to-end of ACC value chains.
2. Projects such as **Integrated Shallow Groundwater Irrigation Development** address water use efficiency and management specifically, introducing irrigation techniques to maximize water use (amount, timing, technology). A new **Soil Health and Fertility Management** project is under design and will be launched in 2014.
3. All other ACC projects and interventions, across agricultural systems and different stages of the value chain, have been designed to prioritize climate-sensitive technologies and awareness creation, and have CCI addressed throughout project cycle:
 - a. Planning, through specific target setting and budget allocation
 - b. Implementation, through capacity building and checklists
 - c. M&E, through performance management mechanisms



Output 3.1: Improved soil (health) management practices

Indicator 3.1a

Output	Indicator	Cum (C) or Non-Cum(NC)	Freq. of reporting	Unit/Details	Baseline	Year 2 Target	Achievement	Difference
Improved soil (health) management practices	% of farmers adopting integrated soil management practices	(C) % of farmers	Every 2 years and 5 years	Organic input	57.60%	62.78%	62.83%¹ (100.07% of target)	+0.05%
		(C) % of farmers	Every 2 years and 5 years	Leguminous tree	13.30%	14.00%	36.40%¹ (259.97% of target)	+22.40%
		(C) % of farmers	Every 2 years and 5 years	Crop rotation	85.80%	87.00%	72.06%¹ (82.83% of target)	-14.94%
		(C) % of farmers	Every 2 years and 5 years	Soil erosion control activity	63.70%	67.00%	70.03%¹ (104.52% of target)	+3.03%

Source: ²FPC/ACC Survey 2021

The ACC/FPC survey conducted with farmers shows a strong adoption of soil management practices by farmers, driven up by **FPC** farmers who are producing following the full pack of technologies. Soil management practices including crop rotation, intercropping with leguminous plants and conservation tillage are part the full package adopted.

A working group coordinated by the ATA including the Ministry of Agriculture, EIAR and GIZ has been working on climate-smart soil extension packages:

1. Acid soil and vertisol management extension package has been developed and socialized at workshops, with technical training for regional and zonal experts scheduled for 2014.
2. Alkaline soil management extension package has been developed and socialized, with final approval and socialization scheduled for 2014 depending on final approval by MoA

Acid soil and vertisol extension packages and technical manuals have been fully developed and handed over to MoA who are currently coordinating the rollout. Additionally, acid soil reclamation business model and related businesses support were developed and validated.

A new **Natural Resources** team is being established at ATA and will coordinate all soil-related activities within and beyond the scope of the **Soil Health and Fertility Management** project has been designed and has started implementation.



Achievements from contributing projects

In **Farmer Production Clusters**, several activities were conducted to improve the soil management practices. Extension package of improved and climate smart acidic soil and vertisol management was developed, validated by federal and regional experts and is being rolled. An acidic soil reclamation business model was studied and supported. Development of alkaline soil management extension package is underway and is expected to be completed in the next 3-4 months.

Soil Health and Fertility Management project completed its design and has already engaged with lime producers and distributors to develop businesses. Linkage activities with the relevant lime producers and distributors have been planned for 2014. In addition, the project will support public lime producers through targeted capacity building. This project has started conducting farm experiments and will validate the nutrient requirement of some major crops outlined in the Soil Fertility and Fertilizer recommendation atlases. These experiments in all 300 ACC woredas were critical to validate the recommendations of the atlas and demonstrate their effectiveness to farmers.

Key Achievements:

- The **FPC** project developed and is rolling out improved and climate smart acid soil and vertisol management extension packages. In addition, the project also studied and designed one acid soil reclamation business model and supported related businesses throughout the year.



Output 3.2: Improved water management practices

Indicator 3.2a, Indicator 3.2b, Indicator 3.2c

Output	Indicator	Cum (C) or Non-Cum(NC)	Freq. of reporting	Unit/Details	Baseline	Year 2 Target	Achievement	Difference
ACC Results Framework Improved water management practices	# of farmers applying/using sustainable household irrigation practices	(C)	Quarterly and annually	# of farmers	N/A	242,422	160,897¹ (66.37% of target)	-81,525
	% of farmers adopting improved water conservation practices (includes stone terraces, grass strips, drainage, soil bund, etc.)	(C)	Every 2 years and 5 years	Stone terraces	44.30%	52.00%	44.21%² (85.02% of target)	-7.79%
		(C)	Every 2 years and 5 years	Grass strips	7%	17.00%	33.30%² (195.87% of target)	+16.30%
		(C)	Every 2 years and 5 years	Drainage	19.30%	29.30%	45.29%² (154.59% of target)	15.99%
		(C)	Every 2 years and 5 years	Soil bund	33.60%	43.60%	63.41%² (145.45% of target)	19.81%
		(C)	Every 2 years and 5 years	Trash lines	17.60%	27.60%	18.33%² (66.40% of target)	-9.27%
		(C)	Every 2 years and 5 years	Fanya juu	5.30%	15.30%	35.64%² (232.95% of target)	20.34%
	Ha of land under high value crop using improved irrigation technology	(NC)	Quarterly and annually	Hectares	N/A	25,000	76,529.5¹ (306.12% of target)	+51,529.5

Source: ¹ISGWD report, ²FPC/ACC Survey 2021

The **Integrated Shallow Ground Water Irrigation Development** project continues to expand with the objective of contributing towards enhancing access of smallholder farmers to groundwater-based irrigation. It aims to increase production and productivity of vegetables, field crops, and fodder, seeks to enable smallholder farmers to adopt to climate change by reducing dependence on increasingly erratic rainfall. Additionally, a new pilot on **Power Access led by the Ministry of Water, Irrigation and Electricity** and supported by the Rockefeller Foundation is currently being designed with the aim of providing sustainable, electrified irrigation through mini-grids for ACC horticulture farmers.

Farmers using sustainable irrigation practices through the **ISGWD** project producing crop commodities in **30 ACC** woredas have added up to **43,608** on a land of **21,803.5** hectares in 2013. Additionally, **71,828** farmers producing onion and tomatoes across regions on **20,167** hectares of land, **5,927**



farmers producing avocado in Oromia and Amhara on **809** hectares of land and **1,176** farmers producing mangoes in SNNP/Sidama on **1,044** hectares of land also cultivate through irrigation, adding up to a total of **160,897** farmers on **54,726** hectares of land applying these sustainable practices

Achievements from contributing projects

The **Integrated Shallow Groundwater Irrigation Development** project continued working in 30 woredas where SGW mapping has been conducted and potential irrigation command areas identified, and SGW-based sustainable household irrigation is being promoted. The project focused on implementing 36 structures for recharge, retention, and reuse to enhance water quality and quantity for household irrigation in four regions. A centralized database was developed to track SGW related information. Solar pumps and drip kits were distributed to regions and capacitated and provided training.

Key achievements:

- The report and atlas of shallow ground water and corresponding command areas developed under the **Integrated Shallow Ground Water Irrigation Development** project has enabled the cultivation of **21,804 hectares** of land using shallow ground water across the three regions, producing **2.1M quintals** of high value crops, linked to potential buyers including traders. The program distributed **21 solar and drip irrigation** equipment to pilot areas and provided trainings.
- Stakeholders' consultation workshop and the establishment of water user associations (WUAs) were conducted for Amhara, Oromia, SNNP/Sidama and Tigray, where a total of **74** stakeholders' representatives were addressed by the **ISGWID** project.
- Training on Water Quality Kits utilization provided for Oromia and SNNP/Sidama with a total of **26 participants** by the **ISGWID** project. In addition, **10 water quality kits** given to SNNP/Sidama for further utilization.



Challenges and mitigation

No.	Challenges	Mitigation	Next Steps
PROGRAM-LEVEL			
1	Lack of a well-articulated, coordinated CSA vision across program components, and strong alignment between interventions through planning, monitoring, and reporting	Development of a comprehensive CSA plan including definition and standards for CSA practices and technologies, implementation strategy and targets.	<ul style="list-style-type: none"> - CSA strategy and rollout plan to be developed - Assess the potential for a standalone climate- and environment-related project to help meet the targets of the Results Framework
2	Inability to hire a competent, experienced trainer to deliver capacity building in the regions for project and RBoAs staff on Climate Smart Agriculture	Budget and trainer requirements have been revised and procurement started	<ul style="list-style-type: none"> - Hiring of training consultant and delivery of trainings to take place in 2014 E.C.
PROJECT-LEVEL			
3	Absence of a well-organized integrated groundwater database system (IGWDB) and low awareness of stakeholders	Continue to promote IGWDB through various means including awareness creation	<ul style="list-style-type: none"> - Complete implementation of centralized database. - Establish servers in the regions, linked to a centralized data base system.
4	Lack of well-established Water User Associations (WUA) on shallow groundwater development for household irrigation	Establish a comprehensive diagnostic of which regions are underperforming and why, and adopting from different countries experience on surface water established Water User Associations (WUA) available	<ul style="list-style-type: none"> - Complete diagnostic - Design plan on the establishment of associations based on documented best-practice from other countries



Outcome 4: Improved Engagement of Women and Youth

Indicator 4a and Indicator 4b

	Outcome	Indicator	Cum (C) or Non-Cum(NC)	Freq. of reporting	Unit/Details	Baseline	Year 2 Target	Achievement	Difference
ACC Results Framework	Improved Engagement of Women and Youth	% of women engaged in agricultural production and marketing decision making (along the VC)	(C)	Every 2 years and 5 years	% of leadership forum members (VCAs, FPCs)	N/A	14.00%	-	Not applicable
		# of youth engaged in agricultural production and marketing services	(C)	Every 2 years and 5 years	Cumulative # of jobs created	N/A	61,272	8,905 (14.35% of target)	-52,367

The ACC continues to identify new opportunities to engage women farmers, while strengthening the mechanisms already built into the program. With **FPC** targeting at least one of four cluster leaders to be a woman, the ACC/FPC survey found that only **34%** of sampled clusters fulfill this requirement, a low achievement that requires strong efforts from teams at regional at federal-level to further encourage women participation. Each ACC project continues to target a minimum of 20%-30% women as beneficiaries, and last year the monitoring of the progress against this standard was reinforced. As part of the redesign of the **IMP system**, a specific requirement for the tracking of impact towards women was built into the platform.

Additional opportunities for women engagement were identified in each ACC project following the **Women in ACC** study, including detailed indicators and targets.

Training on gender mainstreaming were delivered to **197** project and public officials in three regions covering gender concepts, gender mainstreaming strategies and tools and gender and value chain analysis and included practical development of gender inclusion plans by each individual participant.

Training on nutrition sensitive agriculture was delivered to **67** experts in three regions, including on the challenges of malnutrition, the importance of nutrition diversity, the role of agriculture in promoting nutrition, nutrition-sensitive agriculture approaches and demonstrations.

Similar to climate-smart agriculture, all ACC projects and interventions, across agricultural systems and different stages of the value chain, are designed to prioritize gender, youth inclusion, and nutrition agriculture, and have CCI addressed throughout project cycle:

- a. Planning, through specific target setting and budget allocation
- b. Implementation, through capacity building and checklists
- c. M&E, through performance management mechanisms



The ATA has also joined the **Ministry of Agriculture** and **UN Women** on the **Ethiopian Network for Gender Equality in Agriculture (ENGEA)**, which runs a Gender Equality and Women Empowerment monthly research dissemination forum. So far, **five studies** have been disseminated across network members in collaboration with Addis Ababa University, Hawassa University, Ethiopian Institute of Agricultural Research (EIAR). The forum is planned to be a continuous research presentations and discussion platform through ENGEA in which academicians, researchers, projects, and institutions will share their research findings to a wider group. It also aims to advocate and influence policies, legislations, and decisions.

At time of the Agriculture and Rural Development policy revision, the ATA was part of gender technical team which reviewed the previous policy from a gender perspective and recommended a standalone women/gender component to ensure the participation and the benefit of women from the development of the agriculture sector.



Output 4.1: Improved engagement of women in decision making

Indicator 4.1a and Indicator 4.1b

	Output	Indicator	Cum (C) or Non-Cum (NC)	Freq. of reporting	Unit/ Details	Baseline	Year 2 Target	Achievement ¹	Difference
ACC Results Framework	Improved engagement of women in decision making	% of women engaged in decision making in production practices	(C)	Every 2 years and 5 years	% of women engaged in food crop production decisions	53.80%	66.84%	82.43%² (123.33% of target)	+15.59%
		% of women engaged in decision making in marketing practices	(C)	Every 2 years and 5 years	% of women engaged in decisions on crop sale/marketing	53.90%	66.84%	84.35%² (126.11% of target)	+17.51%

Source: ¹FPC/ACC Survey 2021

In line with the ATA's Crosscutting Issues strategy, all projects under the ACC promote the inclusion and empowerment of women, through their design, planning and monitoring. Under **Farmer Production Clusters**, each cluster must appoint at least one woman-farmer among its four cluster leaders. To strengthen women participation, during registration period for the 2014 season the team is encouraging the registration of wives along with their husbands in male-led households.

Achievements from contributing projects

Under **Farmer Production Clusters**, each cluster must appoint at least one woman-farmer among its four cluster leaders. The project continued to give special focus to registering women farmers depending upon the practical circumstances of each region, woreda, kebele and cluster, encouraging participation and identifying the challenges in engaging women-farmers.

Increasing female's access to the various inputs enhances their production and productivity. Considering these benefits, ATA projects are designed in such a way that they provide all the necessary agricultural inputs, including finance, to female farmers through cooperatives, unions, microfinance institutions and private agents.



Key achievements:

- **Cooperative Based Seed Production (CBSP)** engaged **8,150 farmers** in climate smart seed production, and out of which **1,110 (14%) are female farmers**. It is assumed that this will help them to reduce the impacts of climate change through improving soil fertility and improving productivity.
- **Agricultural One Stop Shop** project provided input related trainings for **9,385 farmers** and out of which **1,101 (12%) were female farmers**. This training improved SHFs' input utilization and it also contributed to mitigation and adaptation to climate changes.
- **Mechanization Service Center** project provided access to **2,379 female farmers** which is **16%** of the total farmers with access.
- **Input Voucher System** project access to financial credit to **386.5K female farmers**.
- **The 8028 IVR/SMS** project registered **149.2K female farmers** into the system



Output 4.2: Reduced labor for women in agriculture

Indicator 4.2a and Indicator 4.2b

Output	Indicator	Cum (C) or Non-Cum(NC)	Freq. of reporting	Unit/Details	Baseline	Year 2 Target	Achievement	Difference
ACC Results Framework Reduced labor for women in agriculture	% share of women time spent in agriculture	(C)	Every 2 years and 5 years	Women's share in land preparation	8.90%	7.00%	-	Not applicable
		(C)	Every 2 years and 5 years	Women's share in weeding	29.50%	27.00%	-	Not applicable
		(C)	Every 2 years and 5 years	Women's share in fertilizer application	8.80%	7.00%	-	Not applicable
		(C)	Every 2 years and 5 years	Women's share in manure application	47.30%	45.00%	-	Not applicable
		(C)	Every 2 years and 5 years	Women's share in pest control	6.30%	5%	-	Not applicable
		(C)	Every 2 years and 5 years	Women's share in harvesting	27.80%	25%	-	Not applicable
	Number of women labor-saving technologies introduced by ACC	(C)	Annually	# of technologies	N/A	6	6 ¹ (100% of target)	0

Source: ¹ISGWD and MSC Project reports

The ACC Program's components on Irrigation and Mechanization have a direct impact in offsetting the labor burden for women in agriculture. In 2013, four technologies were introduced under the **ISGWD** project: ground water for irrigation using drip technology, ground water for drinking, power for house appliances and drilling technology, solar pump, and drip irrigation. The **MSC project** introduced combine harvester and tractors with various tools. All of these are labor relieving for woman farmers.

As new initiatives, the **Post-harvest Management** project which will begin piloting in 2014 will introduce new technologies to drive value addition and reduce post-harvest loss, while **Power Access** will pilot the provision of electrified irrigation to horticulture farmers, strengthening the program's impact in reducing labor requirements for women in agriculture.



Achievements from contributing projects

As part of the **Integrated Shallow Groundwater Irrigation Development**, cost-effective and labor-saving solar pump alternatives were identified, sourced, and tested to benefit smallholder farmers. The project ensured that at least **30%** of the beneficiaries are female. The solar pumps and drip kits were distributed and capacity building on the technologies were provided.

Key achievements:

- The **Integrated Shallow Ground Water Irrigation Development (ISGWID)** project distributed **21 solar pumps and drip kits** and provided trainings in three regions through participating at least **30% of women**.



Output 4.3: Increased job creation in agriculture

Indicator 4.3a and Indicator 4.3b

	Output	Indicator	Cum (C) or Non-Cum (NC)	Freq. of reporting	Unit/Details	Baseline	Year 2 Target	Achievement ¹	Difference
ACC Results Framework	Increased job creation in agriculture	# of women benefiting from jobs created in agriculture	(C)	Quarterly	# of women	N/A	61,272	2,289 (3.74% of target)	-58,983
		# of youth benefiting from jobs created in agriculture	(C)	Quarterly	# of youth	N/A	61,272	8,905 (14.35% of target)	-52,367

Source: 1ACC Program management Office

On agriculture-related jobs, **2,289 women** from a target of 61,272 and **8,905 youth** from a target of 61,272 were reported in 2013.

As highlighted in previous occasions, the methodologies for target setting and monitoring of this indicator were misaligned. Targets were set centrally based on a set of assumptions on the labour needs across different job-generating units of the program: projects, regions, stages of the agricultural production process and commodities. The assumptions took in consideration the estimated work required to implement and run ACC projects, produce, process, and commercialize the priority commodities covered by the program. However, monitoring and data collection is not based on similar high-level estimations, but fully documented on the ground. All the positions reported as created in 2012 are actual job opportunities that were filled by individuals within the scope of the program, and of which project teams had direct knowledge to report on. As such, many other jobs opportunities were likely created and fulfilled through the ACC, as per the reasonable assumptions established at first, but could not be documented, a misalignment in methodology that has impacted this underachievement.

As part of the mid-term review, a methodology to calculate and report on jobs created by the value chain developments driven by the ACC is being developed. This will allow for a more insightful assessment on the progress on the creation of agriculture job opportunities against the design of the program.

New initiatives such as **Horticulture FPC** being rolled out and the **Post-harvest Management** will also serve as a strong, continuous platforms for building skills and establishment of new work opportunities.



Achievements from contributing projects

In Ethiopia, agriculture generates more employment opportunities than any other sector. It is a particularly strong source of work opportunities for women and youth. Most ACC projects, including **Farmers Production Clusters (FPC)**, **Agricultural One Stop Shop (AOSS)**, **Cooperative Based Seed Production (CBSP)**, **Direct Seed Marketing (DSM)**, **Input Voucher System (IVS)**, **Integrated Shallow Groundwater Irrigation Development (ISGWID)**, and **Horticulture** have created both permanent and temporary jobs.

Employment opportunities have been created for women and youth in producing and distributing agricultural inputs for horticulture as part of the **Horticultural clusters**. Manual well drilling groups have been capacitated in the **Integrated Shallow Groundwater Irrigation Development** project. Other employment opportunities have been created in the **Input Voucher System**, **Mechanization Service Centers**, and **Rural Savings and Credit Cooperatives**

Key achievements:

- From the total number of jobs created by the ATA, **2,289 were filled by women** and **8,905 by youth**, which showed a substantial increase compared to last year.



Output 4.4: Improved practices of nutrition-sensitive agriculture

Indicator 4.4a and Indicator 4.4b

	Output	Indicator	Cum (C) or Non-Cum(NC)	Freq. of reporting	Unit/Details	Baseline	Year 2 Target	Achievement	Difference
ACC Results Framework	Improved practices of nutrition-sensitive agriculture	HHs Dietary Diversity (HDD) Score as per the recommended DD index	(C)	Quarterly	DD index	5.9	6.5	Not available	Not applicable
		# of farmers with access to nutrition information (8028)	(C)	Quarterly	# of farmers	N/A	1,380,000	74,342¹ (5.39% of target)	-1,305,658

Source: ¹8028 Project Report

The HHs Dietary Diversity Score (HDD) is an indicator that cannot be tracked or reported through the program's own M&E mechanisms and will be monitored during the mid-term evaluation.

8028 Farmers' Hotline has expanded its infrastructure to incorporate additional content, including nutrition, and gender inclusion. The ATA and Save the Children in Ethiopia signed a Memorandum of Understanding (MoU) to use **8028 Farmers' Hotline** to deliver nutrition-sensitive agricultural messages in addition to its existing agricultural information dissemination through mobile Nutrition (m-Nutrition) approach. **23** standard nutrition-sensitive agricultural messages were prepared for both IVR and SMS. Two trial messages were disseminated to **73,502 farmers** and about **3,000 DA** that are in ACC and Save the Children overlapping woredas. In addition, **840** women farmers received **23 IVR messages**. **12,179 DAs** and **experts** also received **23 IVR messages**.

The production, distribution, and promotion of the use of improved seeds through ACC's **Inputs** project continued to produce commodities with increased nutritional value, positively impacting the dietary intake of households.

Achievements from contributing projects

In 2013, **94,500** farmers have benefited from climate-smart seed distribution and **15,000** quintals climate smart seeds that are drought and disease tolerant were produced by the **Cooperative Based Seed Production** project. These seeds not only drive a higher yield and are climate-smart, but also generate grains that have higher nutritional value.

Key achievements:

- In 2013, **452,441 IVR messages** and **280,117 SMS messages** were disseminated via **8028 Farmers Hotline**.



Challenges and mitigation

No.	Challenges	Mitigation	Next Steps
PROGRAM-LEVEL			
1	Low achievement on the number of agriculture-related jobs because of a misalignment in methodology , where targets were set centrally based on a set of assumptions on the labour needs across different job-generating units of the program. However, monitoring and data collection is not based on similar high-level estimations	A methodology to assess the real number of work opportunities generated directly and indirectly by the interventions of the ACC program will be designed to allow for meaningful comparison	<ul style="list-style-type: none"> - Development of methodology with evaluation partner - Continue to prioritize job creation, particularly amongst women and youth in all ACC projects - Leverage new initiatives such as Horticulture FPC, Post-harvest Management and Power Access to create new work opportunities
2	Female farmers continue to have proportionally less access to training, workshops, and awareness creation on climate smart agricultural technology and practices	More needs to be done in mainstreaming climate issues in the annual plans of projects	<ul style="list-style-type: none"> - Project teams to work closely with regional and woreda level officials and farmer institutions to mobilize more females to participate in ATA projects
PROJECT-LEVEL			
3	Difficulties in ensuring all FPC clusters have at least one female leader	Ensure that project teams understand the appointment of female leaders must as a key priority for the implementation of FPC	<ul style="list-style-type: none"> - Register wives from male-led households at time of registration to encourage women participation in FPC management



Outcome 5: Enhanced Institutional Capacity and Enabling Environment for Agricultural Commercialization

Indicator 5a, Indicator 5b and Indicator 5c

Outcome	Indicator	Cum (C) or Non-Cum(NC)	Freq. of reporting	Unit/Details	Baseline	Year 2 Target	Achievement ¹	Difference
ACC Results Framework Enhanced Institutional Capacity and Enabling Environment for Agricultural Commercialization	ACC value chain approach is integrated in appropriate sectors and national programs	(NC)	-	Specific Programs	N/A	AGI III	IADP and BENEFIT SNV	-
	Established strategic and functional platforms to integrate interventions	(NC)	-	# of platforms in total	N/A	36	92 (255.78% of target)	+56
	# of policies/strategies/regulations recommended through ACC (by commodity)	(NC)	-	# of recommendations per year	N/A	2	2	-

Source: ¹ACC Program Management Office

In its role as a systems integrator, the ATA continuously engages and works closely with other sector programs and initiatives, ensuring coordination, experience sharing, and avoiding duplication of effort to guarantee the efficient use of resources to transform country's agriculture sector.

As the **Integrated Agricultural Development Program (IADP)**, the continuation of the Agricultural Growth Program (AGP) is designed under the leadership of the World Bank, the ACC team has worked closely with the team conceiving this new initiative to ensure alignment with our existing efforts, providing details on the last two years of implementation experience and providing inputs on key priorities and working modalities. The ACC will continue to engage with the IADP team continuously to drive synergies and efficiencies between the two programs.

The ACC is also engaged with programs supported by the Kingdom of the Netherlands Government (EKN), **BENEFIT** and **SNV**, having established a strategic alliance for technology development, scaling, knowledge sharing, and institutionalization of innovation that contribute to Agricultural Transformation in Ethiopia. The program will continue to conduct the strategic alliance engagement and start organizing joint events in 2014, including field days, workshops, annual meetings, and experience sharing visits.



The ACC's approach to bring together the efforts of different actors working to drive agriculture transformation has proved highly effective on the successful control and recovery of the desert locust infestation in 2013. While the **MoA** led the response at national level with the support of **FAO** and was able to conduct a thorough need assessment on the areas requiring effort and resources, the **ATA** and the **ACC development partners** were able to repurpose allocated funds to address critical logistical needs as well as the provision of recovery seeds supplied by **EIAR** and distributed by **RBoAs**. The control and recovery efforts were an example of successful coordination between strategically placed actors to act on the benefit of smallholder farmers.

Under the scope of ACC, the ATA also develops analytical studies, sector strategies, and policies that are either sectorial or commodity-specific to strengthen value-chains, market mechanisms, and Ethiopian agriculture overall. In 2013, the **Soyabean Value Chain Exploration** and **Ethiopian Food Systems** were two strategic studies and recommendations provided under the ACC program.

1. The **Soyabean Value Chain Exploration** in Amhara aimed at fulfilling a very strong need for Soyabean by the **Bure Integrated Agro-Industrial Park** for production of oil. The ATA analytics team designed the best way to fulfill this critical market need within the scope of ACC, since soyabean is a rotational crop in the ACC. As a result of this detailed value-chain strategy, the ACC is rolling out its support to the production of Soyabean in the region as a rotational crop for the ACC priority commodities, which will promote climate-smart agriculture through critical crop rotation, while also fulfilling a market-driven requirement and the program envisioned in alignment with the IAIP initiative. This initiative is undertaken following a need identified in collaboration with the Ministry of Agriculture, Ethiopian Institute of Agricultural Research, the Amhara Regional Bureau of Agriculture, and the Bure Integrated Agro-Industrial Park, with the support of ACC development partners.
2. The **Ethiopian Food Systems**, an initiative led by the UN aims to ensure access to safe and nutritious food for all, shift to sustainable consumption patterns, boost nature positive production, advanced equitable livelihoods and build resilience to vulnerabilities and shocks. There are different policies, strategies, and regulations being developed under the Ethiopian Food Systems. The ATA is providing strategic and analytical support to the Ministry of Agriculture and Ministry of Health on the design and implementation of the Ethiopian Food Systems Roadmap, and the ACC is one of the game-changer approaches being presented to drive the goals of the initiative.



Key achievements:

- During the second year of implementation the ACC governance platforms were critical to provide guidance on the program, facilitate decision making and course correction when needed; these platforms also help integrate interventions and geographies and ensure effectiveness and efficiency in implementation. **Value Chain Alliances (127 in 2013)** brought together production and commercialization actors to discuss and make market-driven decisions related to a specific commodity's value chain and created market linkage opportunities. The **Regional Transformation Councils (4 in 2013)** monitors the performance and progress of clusters, addressing issues at regional level
- In 2013, three **National Steering Committee** and two **Technical Committees** were conducted, including an extraordinary session. While providing the regular updates on the performance of the program, these were critical to discuss the different challenges faced during the implementation year, including COVID-19, the desert locust infestation and the security challenges in the North.. Regular engagement with development partners has enabled the program team to ensure the program's implementation safely through these.
- The **Sub-Grant** approach of the ATA continued to provide financial assistance to implementing partners supporting the execution of a project or activity. The approach has accelerated implementation of deliverables by providing support to public institutions, non-governmental organizations (NGOs), and private sector actors that are engaged in the implementation of deliverables either because they are their responsible owners, or because they have a comparative advantage in their implementation or support.

Output 5.1: Improved institutional capacity

Indicator 5.1a, Indicator 5.1b and Indicator 5.1c

Output	Indicator	Cum (C) or Non-Cum(NC)	Freq. of reporting	Unit/Details	Baseline	Year 2 Target	Achievement	Difference
Improved institutional capacity	# of public institutions staff trained/capacitated based on standard modules	(NC)	Annually	# of staff	N/A	36	36 ¹	0
	Number of regional government offices established enhancing systems and processes including delivery units and implementation management platform (IMP)	(NC)	Annually	# of offices	N/A	4	2	-2
	# of SMEs trained/capacitated on input provision, marketing, agro-processing and other agricultural services (eg machinery maintenance, spare parts supply, etc.)	(NC)	Annually	# of SMEs	N/A	10	240 ²	+230

Source: ¹ACC program Management Office ²AgriHub Project Report

Public institutions staff and experts in the regions have participated in trainings and capacity building sessions in areas including **Agronomy, Soil Fertility, Extension, Business Development, Horticulture, Post-harvest handlings** and other modules. Experts at regional, zonal, and kebele level were trained and ToTs enabled the dissemination of trainings and cascading of capacity building initiatives. Additional trainings within the scope of specific projects, including **8028, Mechanization Service Centers** and the use of specific technologies were provided to regional, zone and woreda experts. Across levels (Regional, Zonal and Woreda), training sessions provided under the scope of ACC were attended by **2248** public sector experts across Oromia, Amhara, SNNP/Sidama.

Regional Delivery Unit experts were deployed in Amhara and Oromia regions. Two staff members have been placed in Amhara, and the DU Head in Oromia's RBoA. Their responsibilities are to build the capacity of the bureaus, review policy issues, and develop solutions and recommendations, providing strategic advisory to the bureau heads. DU placements in SNNP/Sidama was delayed due to the establishment of the Sidama region and rearrangement of that implementation geography, and is scheduled for 2014E.C.



Achievements from contributing projects

Agricultural One Stop Shop, Direct Seed Marketing and Mechanization Service Centers built partnership with private sector actors and developed their capacity to manage sustainable enterprises that address bottlenecks in input supply, distribution, and mechanization services.

CBSP and **RuSSACO** built partnership with seeds and credit cooperatives, strengthened their capability, identified gaps, established processes and standards, and provided training to their leadership, increased their capacity to provide seeds and credit services.

AgriHub worked with agricultural SMEs, helped their professionalization, supported them in securing funding from financial services providers and fomenting a vibrant sector of rising enterprises.

Through **Enabling the Next Generation of Agricultural Research Through Engaging Seasoned Scientists-ENGARTESS**, the ATA partners with academics, retired and junior scientist for mentoring to help build a robust agricultural research system in Ethiopia, that feeds directly into the recommendations and practices of smallholder farmers.

ATA has worked on building institutional capacity of stakeholders, staff, and others through the implementation of projects. The support delivered differs from providing training, strengthening institutions, construction, creating linkage for finance, procurement, and distribution of useful equipment. Projects like the **Cooperative Based Seed Production (CBSP), Agricultural One Stop Shops (AOSS), Mechanization Service Center (MSC), Enabling Next Generation Agricultural Research through Engaging Seasoned Scientists (ENGARESS), Agricultural Investment Mapping (AIM), RuSACCO Capacity Building, Mechanization Service Center, Integrated Shallow Groundwater Irrigation Development (ISGWID), Farmer Production Cluster (FPC) and Agricultural Trade Investment Promotion (ATIP)** have worked to improve the capacity of public institutions, regional government office and other stakeholders.

Key achievements:

- Enabling environment was created to **AOSSs** to ensure sustainable operation through providing support. In 2013, Under the **Agricultural One Stop Shop** project, training was provided to **1,085 AOSS owners and staffs**.
- Under the **Mechanization Service Center Pilot Project**, the establishment of **9 service centers** is under construction. The project team is capacitating the staffs to help them provide a high-quality agricultural mechanization service
- In 2013, **30 Rural Savings and Credit Cooperatives (RuSaCCos)** engaged in centralization of services through digitalization.
- Under the **AIM** project, **220 representatives** of different stakeholders participated in the federal and regional levels capacity building activities (popularization workshop and data collection training), out of which **59, 54, and 45** participants were from Amhara, Oromia and SNNP/Sidama regions, respectively. And the remaining **62** participated in the federal level virtual workshops organized for Development Partners (DPs) representatives.
- A total of **144** agricultural projects' data is entered into the **AIM** tool from Amhara (51), Oromia (46) and SNNP/Sidama (47) regions; and additionally, from DPs operating at federal level (29).
- The **AIM** project completed the migration of the AIM system to the Ministry of Agriculture (MoA) data centre in partnership with a local technology company (eCom Technologies) and ATA's IT team.



Output 5.2: Improved planning, monitoring, and evaluation

Indicator 5.2a and Indicator 5.2b

	Output	Indicator	Cum (C) or Non-Cum(NC)	Freq. of reporting	Unit/ Details	Baseline	Year 2 Target	Achievement ¹	Difference
ACC Results Framework	Improved planning, monitoring, and evaluation	ACC planning and M&E system established and functional covering ACC woredas (ICT or automated)	(NC)	-	M&E system established	N/A	Established and functional	Established and functional	-
		ACC planning and M&E system integrated in to national and regional system and processes	(NC)	-	M&E system integrated	N/A	Integrated and functional	Integrated and functional	-

Source: ¹ATA M&E Team

The **Implementation Management Platform (IMP)**, a fully integrated platform, continues to be used for planning, monitoring, and facilitating automated reporting. This year, several key changes were made that resulted in an enhanced performance of the platform. Targets were added at output and workstream level for projects and programs which are then disaggregated by project, region, and gender. These reports will be generated on monthly, quarterly, and annual basis depending on the nature of the projects by ensuring performance is measured within the Results Framework's structure. A feature to view budget planning is also included in the platform.

Different monitoring and governance platforms, with various stakeholder groups are conducted by the Federal ACC team, ensuring rigorous program management and consistent planning, monitoring, and reporting. They include monthly PMO meetings, ACC Quarterly meetings, ACC Leadership meetings and Steering Committee meetings.

To strengthen and integrate data collection, two technologies are being piloted within the ACC: **CropIn**, the farm management and data collection platform the **use of drones for crop yield estimation**. The ATA is leading the development of Ethiopia's capacity in this pioneering technology, supported by CTA and in partnership with the Ministry of Agriculture.

All planning, monitoring, and reporting activities under the scope of the ACC program fully integrate achievements and progress from the woreda level, up to the Federal level within the program. The **ACC Program Management Office** monitors progress through its monthly governance meetings and works with partners in the public sector on alignment of priorities during planning; and supports the program's monitoring and decision making.



Achievements from contributing projects

To strengthen data collection and performance monitoring, **CropIn**, a farm management and data collection technology is piloted. **CropIn** digitizes data collection, analysis and reporting, and the objective is for the system to be expanded to cover all of ACC ensuring data rigor and timely, actionable analysis.

The ATA closely monitors the performance of each project through the platforms mentioned above. For **Farmers Production Clusters**, evaluation is done to assess the performance and the stage of clusters. The **CropIn** pilot has worked to ensure and implement proper data management where real time data is gathered and transmitted for enhanced planning and decision-making.

In 2013, drones were not used for yield estimation due restriction from the government, instead remote sensing and satellite data was used. The yields for Malt Barley and Wheat were estimated using **70 samples** that were collected in Oromia and SNNP/Sidama regions. As a next step, in 2014 to conduct yield estimation for Wheat, Malt Barley, Tef and Maize is planned. In addition, based on the availability of experts that can provide trainings, it is planned to provide internal capacity building for local experts on the usage of drones.

Key achievements:

- In **Farmers Production Clusters**, transition criteria from basic to intermediate were designed, approved, and translated to local languages. Transition assessment in FPCs as concluded: as part of establishing farmers-owned companies, farmer production clusters are expected to pass through different stages including pre-basic, basic, intermediate, and advanced. In 2013, **3,514 best-performing FPCs** have graduated from pre-basic to basic stage and **376 best-performing FPCs** have graduated from basic to intermediate stage, at which **100% farmers** adopted all the package's recommendations, implemented climate-smart agricultural practices, ensured women participated in decision-making at the cluster level and achieve high levels of commercialization, and will now receive specialized, business-oriented capacity building and extension.
- For **Horticulture**, in 2013, support was provided for infrastructural projects through supervision for market shed constructions. Technical backstopping and monitoring was conducted in **13 ACC Horticulture woredas** except for 4 woredas in Tigray region.
- In 2013, the **CropIn** pilot project was coordinated in 20 selected woredas. **CropIn** FPC data collection TOTs were conducted, **CropIn** enabled smartphones were configured, and training materials for regional DA training was prepared. In addition, **523 DAs** were trained across Oromia, Amhara, and SNNP/Sidama regions. Reports were generated through the **CropIn** Agri digitization platform and technical supports were provided to regions and clusters.

Challenges and mitigation

No.	Challenges	Mitigation	Next Steps
PROGRAM-LEVEL			
1	Modality for implementation of parallel interventions and systematic coordination with other sector initiatives must be enhanced	Identify implementing partners, programs and initiatives and design methodology for systematic alignment of initiatives	<ul style="list-style-type: none"> - Conduct an analysis of the sector, its actors and initiatives against parallel interventions and ACC objectives - Reach out for continuous engagement and alignment of efforts and interventions
PROJECT-LEVEL			
2	CropIn had challenges in collecting and analyzing FPC digitized data due to low digital literacy level of DAs, DA workload and electric power supply challenges	Establish a comprehensive strategy to engage DAs and address the infrastructure and behavior challenges to accurate and consistent data collection	<ul style="list-style-type: none"> - Provide technical support and ongoing capacity building to DAs - Use power from the nearby kebeles or towns where needed - For the longer term, alternative power options like solar power to recharge the devices in some kebeles should be planned



Outcome 6: Enhanced Value for Money Approach

Indicator 6a

	Outcome	Indicator	Cum (C) or Non-Cum(NC)	Freq. of reporting	Unit/Details	Baseline	Year 2 Target	Achievement	Difference
ACC Results Framework	Enhanced Value for Money Approach	A system is in place that better articulates costs and results for making more informed, evidence-based choices	-	Annually	-	N/A	Established and functional	Established and functional	-

The Enhanced Value for Money approach ensures that the ATA is achieving the best possible outcomes over the life of a project relative to the total cost of managing and resourcing it and ensuring that resources are used effectively, economically, and without waste. To ensure that the approach is a success, the ATA has invested in various tools and systems which have increased control, streamlined operational activities, and automated activities saving both time and money.

Over the last 12 months, the ATA continued to undertake various improvements to further enhance the efficiency and effectiveness of the various systems in place. The proposed changes implemented will ensure that reporting requirements are further aligned to donor expectation, and data is availed in real-time for active and informed decision making.

With the **Enterprise Resource Planning (ERP)**, to complement the complete overhaul that was undertaken in the last reporting cycle; during the last year, additional reporting enhancements were undertaken. Changes in the Finance module of the tool now allows further disaggregation of data, improved tracking and reporting capability, and ability to generate real-time data for budget decision makers. In addition, time was invested in the requirements gathering for the next update of the system, which will bring on enhanced integration between modules (HR, Finance, Procurement and Sub-grants), and full automation of various tasks which currently demand manual interventions.

The **PowerBI** tool was also operationalized in the last reporting period availing real time data to leadership for informed decision making. During the pilot, the system only supported data from Operations. In the current period, the system has expanded to program teams to include project data, including data from FPC. The program data is still under refinement, but once complete will be a powerful tool for project decision making. The data collected and shared includes plan and progress, metrics categories, metrics baseline, crop-based reports, and a data spotlighting dashboards.

The **Implementation Management Platform (IMP)** was piloted during the last reporting period, and several changes and revisions were made to the system in the current reporting period as reported above. The IMP is designed to track project through close monitoring of activities and project milestones. The revision in the system now allows tracking against targets which gives project managers and leadership an opportunity to track and



report against the results framework. Additional enhancements are planned in the coming months to further improve planning, tracking, and monitoring, to ensure accurate information is gathered and shared at the regional and federal levels.

In the current reporting period, the ATA continued to devolve activities to the regions. The enhancements on its systems and tools enables the Agency to further devolve responsibility while ensuring that tracking and monitoring is not compromised. In the last year the regional capabilities were assessed and thresholds for decisions making were increased. In addition, the finance teams and procurement teams in the regions were given expanded responsibilities to further support the implementation arm of the ATA further sustaining the capacity of regional offices by expanding their roles and responsibilities. Devolution of roles and responsibilities is aided by the technology implemented ensuring tracking and reporting mechanisms to monitor project activities in a timely manner.

The systems in place better articulate cost and result for making evidence-based decisions.



Outputs 6.1: Economy

Indicator 6.1a and Indicator 6.1b

	Output	Indicator	Cum (C) or Non-Cum(NC)	Freq. of reporting	Unit/Details	Baseline	Year 2 Target	Achievement	Difference
ACC Results Framework	Economy (Right Price for Quality Input)	ATA (and implementing partners) are buying inputs (staff/personnel, consultants, raw materials) of the appropriate quality at the right price	(NC)	Monthly	Cost saving and quality control approach	N/A	Cost saving and quality control approach in place and operational	In place and operational	-
		Cost controlling procedures are in place	(NC)	Quarterly	Cost controlling procedures	N/A	Established and functional	Established and functional	-

The current reporting period was used to assess the devolution of operational tasks to the regions. When reviewed, it was noted that the regional procurement teams were ready to take on additional responsibility. Based on this assessment, it was decided that each would receive the necessary manpower to execute additional transactions in the regions. As such, the regional thresholds were raised, and new team members were added to manage the added responsibilities. This decision will ensure that the ATA will continue to plan cost effectively when acquiring its goods and services; the decision is also expected to improve the delivery time which was flagged as a challenge in previous years.

The Agency's procurement principle is right price, quality, quantity, time, and place. In knowing the lowest price does not always equate to the best value for money, the **Procurement Endorsement Committee** carefully reviews and selects vendors in line with Donor and Government guidelines and the organization's principles.

Investments in **Service Level Agreements**, the use of the ERP for tracking, and the devolution to regional offices has improved response time for the procurement of goods and services. While there are still some delays noted in the system, and those should be addressed through the additionally devolved tasks and responsibilities.

As reported in the previous period, the establishment and operationalization of the **Internal Audit Team** has been critical in ensuring that cost controlling mechanisms are in place and working. The independent team is tasked with reviewing existing practices and making recommendations for improvement.



In the upcoming fiscal year, the team is expected to devolve to the regions providing additional support to regional offices as more roles and responsibilities in operations are trickled down. The inclusion of these team members will ensure that the ATA's financial and risk management governance, as well as its internal control processes are operating effectively.



Outputs 6.2: Efficiency

Indicator 6.2a and Indicator 6.2b

	Output	Indicator	Cum (C) or Non-Cum(NC)	Freq. of reporting	Unit/ Details	Baseline	Year 2 Target	Achievement	Difference
ACC Results Framework	Efficiency (how well inputs are converted to outputs)	Cost per unit of results/outputs for key output indicators	(NC)	Quarterly	Cost per unit of results/outputs	N/A	Measured and efficient	Not available	Not applicable
		A system is in place to ensure project timelines and milestones are met	(NC)	Quarterly	%	N/A	100%	100%	0

In considering efficiency, all investments made in technology (IT), and the rest of the operations procedures must all be taken into consideration. During the current reporting period, there was plenty of opportunity to revisit internal processes to further refine outputs to accelerate gains. As stated above, readiness assessments were conducted to pressure test regional office capabilities to take on additional operational responsibilities. The further devolution of tasks will enable regions to have shorter response times, while still receiving consistent guidance and oversight from the head office.

The commitment to develop the cost per unit of results/outputs for key output (6.2 a) indicators was to be discussed at the Joint Technical Committee level meetings during the current reporting period. However, due to a flurry of competing priorities, the discussion was deprioritized. However, this will be raised at the first quarter JTC meeting to develop the necessary matrix to track and report against the indicator, ensuring that the task is back on track.

As mentioned above, the IMP is in place to track timelines and milestones for all ACC projects. The additional investments made in the current reporting period has improved the system's reporting capability making it an effective tool in tracking progress against results. Improvements to the system will continue into fiscal year 2014, adding more features to better assess outcomes against the results framework.

The further refinement of the IMP will ensure that the ACC Program Office (ACC PMO) has the right tools supporting it for improved reporting and decision making.



Outputs 6.3: Effectiveness

Indicator 6.3a, Indicator 6.3b and Indicator 6.3c

	Output	Indicator	Cum (C) or Non-Cum(NC)	Freq. of reporting	Unit/ Details	Baseline	Year 2 Target	Achievement	Difference
ACC Results Framework	Efficiency (how well inputs are converted to outputs)	Outcome level changes are measured and recorded (comparison against baseline, milestones)	(NC)	Quarterly	%	N/A	90%	92%	+2%
		% of outputs and outcomes which are on track	(NC)	Quarterly	% of outputs and outcomes on track	N/A	95%	75%	-20%
		% of farmers satisfied in the services provided or programs delivered	(NC)	Every 2 years and 5 years	% of farmers	N/A	92%	-	Not applicable

From **79** output and outcomes reported against in this report, **59 (75%)** met or surpassed their Year Two targets.

While the overall satisfaction of farmers with the services provided and interventions delivered can only be reported against through broad surveying of all ACC farmers, a survey conducted with 1270 FPC cluster leaders showed that **87% of farmers will remain a member of FPC next year, and 91% are willing to recommend the FPC to other farmers.** Comprehensive mid-term evaluation survey is planned for the end of the second year of implementation.



Challenges and mitigation

No.	Challenges	Mitigation	Next Steps
PROGRAM-LEVEL			
1	Errors in the ERP coding – affecting accurate donor financial reporting	<p>The coding error is being addressed in two steps:</p> <ul style="list-style-type: none"> • Additional training is being provided to the finance team to ensure there is better quality check when posting items • Project teams to receive training to ensure that inputs are accurate, which will significantly reduce error 	<ul style="list-style-type: none"> • The first quarter of fiscal year 2014 is dedicated to implementing enhancements for the ERP. These enhancements are expected to reduce human intervention in turn reducing coding errors • In tandem, refresher trainings on the system and its functionalities will be rolled out. These training sessions will focus on proper coding, and entry to improve the quality of data in the ERP • Additional team members will be onboarded to manage data quality in the ERP
2	Inconsistent project management practices and missing documentation	Continue to standardize project management practices (i.e. set-up documentation guidelines and processes which have been applied to all active projects)	<ul style="list-style-type: none"> • Continue to ensure that future and existing projects adhere to the defined project management practice • Continue to refine the repository, which was started in this current reporting period, and is on track for completion. The SharePoint site has easy access to concept notes, progress information and close out data for reporting and knowledge sharing



Impact Indicators

	Impact Indicator	Cum (C) or Non-Cum (NC)	Frequency of reporting	Unit/Details	Baseline	Year 2 Target	Achievement
ACC Results Framework	Efficiency (how well inputs are converted to outputs)	(C)	Every 2 years and 5 years	Annual % increase from the baseline	29,484.20	38.00%	-
	% of priority commodity demand of the Integrated Agricultural Industrial Parks (IAIPs) supplied by ACC farmers	(C)	Every 2 years and 5 years	% of IAIP total demand supplied	N/A	40.00%	-
	Area of ACC woreda under climate smart agricultural (CSA) practices (hectares)	(C)	Annually	Hectares	N/A	776,862	1,017,781 (131%)
	Total number of agriculture related jobs created	(C)	Annually	Jobs created	N/A	175,063	12,123¹ (6.92%)
	Number of agricultural systems with enhanced market mechanisms	(C)	Annually	# of TAD program areas	N/A	5	5¹ (100%)

Source: ¹ ACC Program Management Office

Due to the ambitious, innovative and high-impact nature of the ACC approach, the program's impact is expected to be seen and documented in time, once the clustering strategy and end-to-end value chain interventions have been fully implemented, taken up by farmers and their results become traceable. The mid-program review scheduled for 2014 E.C. will provide not only a thorough, rigorous assessment of the impact of the program so far, but also to establish areas requiring increased focus and change of direction. The mid-term evaluation is being planned with an external partner to follow the same methodology used for the baseline survey and to provide the most accurate, complete overview of the progress of the program.

Nevertheless, following two years of program implementation, some of its results are already traceable, and we are able to report on three from the five Impact Indicators in the ACC Results Framework: **total number of agriculture-related jobs created, area of ACC woreda under climate smart agricultural practices and number of agricultural systems with enhanced market mechanism.**

On agriculture-related jobs created **12,123 positions** from a target of 175,063 thousand were reported in 2013. As highlighted previously, the challenges of methodology misalignment between target setting and reporting are leading to the apparent underperformance under this indicator. We are seeing, however, an increase that is nearly fourfold from the 3,137 were reported in 2012, a result of strong priority given to this area and the ongoing expansion of the program's horticulture component.



The area of land under Climate Smart Agricultural practices, fully embedded in Farmer Production Clusters, is equal to the area of land planted under FPCs, or **1,017,781**.

On the number of agricultural systems with enhanced market mechanisms, after focusing on **Seed Production and Distribution, Mechanization** and **Contract Farming** in 2012, during 2013 the program focused on two systems: **ICT for agriculture** and **Irrigation and Drainage**. To track how many agricultural systems have had their market mechanisms enhanced within the scope of the program, this indicator refers to the 26 Transformation Agenda Deliverables (TAD) Program Areas, a comprehensive list of agricultural systems under transformation in the country.

- I. Under **ICT for Agriculture**, through the **National Market Information System** is enhancing farmers ability to make decisions and commercialize, building a more efficient market place through the availability of pricing information. Out of the total 157 woredas in the NMIS project, 110 woredas (70%) are ACC woredas. The rest 47 marketplaces are reference-marketplaces (big city markets) located in and around ACC woredas which serve for smallholder farmers in ACC woredas to quote prices for their produces. A survey with **NMIS** users found that **72%** believe price information they get from the system helps getting better prices when selling their produces.
- II. Under **Integrated Shallow Ground Water Irrigation Development (ISGWID)** project every year training is provided to experts from woredas, zone and regions to help farmers on commodity selection for production based on demand assessment. Workshops are conducted on which representatives of producer farmers and potential buyers participate to discuss on the type of the commodity, available quantity and quality based on which market linkage is facilitated.



Risks review

To guide the development and of the 2014 ACC Annual Plan, a detailed, forward-looking analysis of the risks facing the program was developed with inputs from multiple stakeholders. It reassesses the original risks identified to implementation and impact at the time the program was designed, while also listing new risks and mitigation measures.

As the risk scenario continuously evolves, the ATA is monitoring challenges closely and ongoingly under different governance platforms, including Value Chain Alliances, Regional Transformation Council and the ACC Program Management Office, as well as Technical and National Steering Committees with development partners.

Risk	Likelihood	Potential Impact	Mitigation Measures
1. Geopolitics			
Limited implementation ability in Tigray	High	High	<ul style="list-style-type: none"> As there is no way to anticipate the unfolding of the geopolitical situation in Tigray, the ATA continues to monitor progress both from Mekelle and Addis Ababa Work closely, ongoingly with government officials to assess the evolving possibility to roll out activities in the region Respond quickly to evolutions in the local scenario, allowing to move forward with recovery efforts step-by-step Brief development partners monthly on the progress on the ground, and potential ways forward as the viability to implement in the region becomes clearer
Conflicts in some other parts of the country	Medium	High	<ul style="list-style-type: none"> Monitor political landscape closely to identify areas of possible concern and devise mitigation strategies in advance Confirm security clearance before any field support and vehicle deployment Closely align and seek security accurate information from trusted government bodies and act accordingly
2. COVID-19			
An increase in the spread of COVID-19, limiting ability to provide extension services, trainings, and the availability of labor	Medium	Medium	<ul style="list-style-type: none"> Continue to avail protection (masks, sanitizers) for staff, DAs and stakeholders Ensure VCAs are conducted under strict standards on number of participants



Risk	Likelihood	Potential Impact	Mitigation Measures
3. Inputs			
Limited availability of improved seeds	High	High	<ul style="list-style-type: none"> Strengthen CBSP cooperatives to collect all produced seeds from the farmers by improving their financial capacity Develop a system to collect C2 seeds from farmers Improving seed enterprises collecting capacity by creating awareness for the farmers. Support the engagement of interested FPCs in seed production Help secure finance for seed aggregation from BoFEC through BoA guarantees
4. Natural Calamities			
Recurrence of locust infestation	High	High	<ul style="list-style-type: none"> Work closely with FAO, MoA, RBoAs and other partners to monitor possibility of locust infestation Create strong early warning system from the regions, and early sharing of information with concerned bodies Use 8028 and ICT to run surveys and collect granular, timely data from the ground Continuously collect damage data to facilitate support where needed
Shortage and irregularity of rainfall	Medium	High	<ul style="list-style-type: none"> Using supplementary irrigation if there is a river around the farm Drill more wells and use shallow ground water resource Implement the 3R (recharge, retention and reuse) Improving metrological data distribution system to DAs and farmers Using drought resistant varieties of crop where available Planting early maturing varieties and make available seeds of these early maturing varieties and water harvesting to fill gaps for irregular availability of moisture Advise intercropping and grow short period planting crops



Risk	Likelihood	Potential Impact	Mitigation Measures
Disease incidences such as Maize Lethal Necrosis Disease (MLND), wheat rust, tomato blights, others	Medium	Medium	<ul style="list-style-type: none"> Close follow-up of farmers for regular disease monitoring and equip them with disease controlling means including prior supply of agro-chemicals Strengthen Zonal and woreda agriculture office disease and rust control capacity through the provision of sprayers Closely work with research institutes and plant clinics to identify and implement mitigation measures
Incidence of insect pests such as fall army worm, army worm and stock borers	High	High	<ul style="list-style-type: none"> Continuously assess farmers' field and train farmers on how to control pests mechanically Timely supply of chemicals closer to woredas where needed
3. Markets and Commercialization			
Limited commodity uptake from Integrated Agro-industrial Parks (IAIPs) due to the stage of their operations	High	Low	<ul style="list-style-type: none"> Continue to create varied market linkage channels for ACC farmers, including large buyers, industries, primary cooperatives and international markets, ensuring strong commercialization Closely work with IAIPs and link them with ACC farmers to ensure quality and quantity of product meet raw materials demands of the IAIP
Inability of farmers to influence on pricing of commodities (price taking)	High	Medium	<ul style="list-style-type: none"> Link FPCs with buyers directly Help Cooperatives to aggregate members produce and facilitate Market linkage forums with buyers
4. Credit			
Limited availability of input credit for farmers	High	Small	<ul style="list-style-type: none"> Engage with public sector to understand limitations to credit provision Create awareness and educate farmers on the importance of paying loans Monitor data to ensure limited credit access is not having a strong impact on farmer's ability to access inputs Escalate issues to RBOAs for solutions with the mandated financial institutions



Risk	Likelihood	Potential Impact	Mitigation Measures
			<ul style="list-style-type: none"> Link model farmers and FPCs with banks and support them in preparing business proposals
5. Technology and Infrastructure			
Delay in finalizing construction projects (roadside market sheds, MSCs, etc.)	Medium	Medium	<ul style="list-style-type: none"> Closely follow progress and support each in addressing challenges beyond their capacity Assign civil engineers to regions and speed up payments at HQ
Delay in procurement processes	High	Medium	<ul style="list-style-type: none"> Devolution of procurement processes to regions
Construction cost escalation due to increasing price of materials	High	High	<ul style="list-style-type: none"> Monitor closely, verify and accommodate unavoidable variances
Inadequate availability of tractors/machines to expand access to mechanization service	High	Medium	<ul style="list-style-type: none"> Identify and map mechanization service providers and link them with ACC farmers. Support cooperatives and farmers to access mechanization through machinery through finance leasing process Encourage AOSS owners to invest and provide mechanization services, as some AOSS owners have started availing of tractors
6. Commodity-specific challenges			
End-to-end challenges with Sesame value chain, from input availability to post-harvest loss	High	Medium	<ul style="list-style-type: none"> Provide long-term support to research on improved seeds Avail mechanization and technologies that could reduce postharvest losses Liaison AOSS with growers for trusted agro-chemicals supply



Annex

List of ACC projects

In 2013, **14** projects have been implemented under the ACC:

Project	
1	8028 Farmer Hotline (IVR/SMS)
2	Agricultural One Stop Shop (AOSS)
3	Agriculture Trade & Investment Promotion (ATIP)
4	AgriHub
5	Cooperative Based Seed Production (CBSP)
6	CropIn
7	Direct Seed Marketing (DSM)
8	Farmer Production Clusters (FPC)
9	Horticulture
10	Input Voucher Sales (IVS) System
11	Integrated Shallow Ground Water Irrigation Development (ISGWID)
12	Mechanization Service Center (MSC)
13	National Market Information System (NMIS)
14	RuSACCO Capacity Building



Performance status of ACC projects

At the end of 2013, based on assessment of the annual KPIs or Milestones defined for each project in ATA's annual plan, 81% (13) of these projects were On Track (Green) and 19% (3) were Slightly Delayed (Amber). **Farmer Production Clusters** and **Horticulture** were reported as part of each regional office's activities, and are not consolidated as projects for Parliament purposes. However, the performance of those projects is reported in detail on the Planting, Production and Commercialization Season reports attached.

The overall status of the projects is presented below.

	Project	Status
1	Cooperative Based Seed Production (CBSP)	98%
2	Direct Seed Marketing (DSM)	97%
3	Agricultural One Stop Shop (AOSS) project	96%
4	8028 Farmer Hotline (IVR/SMS)	96%
5	Horticulture	96%
6	Farmers Production Clusters	95%
7	National Market Information System (NMIS)	94%
8	Integrated Shallow Ground Water Irrigation Development (ISGWID)	88%
9	Input Voucher Sales (IVS) System	85%
10	Agriculture Trade & Investment Promotion (ATIP)	84%
11	CropIn	84%
12	Mechanization Service Center (MSC)	78%
13	RuSACCO Capacity Building	70%
14	AgriHub	67%

