# Project Information Document (PID)
## Appraisal Stage

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<th><strong>Project Name</strong></th>
<th>Rural Capacity Building Project</th>
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<td>June 22, 2006</td>
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## 1. Country and Sector Background

Agriculture contributes about 40 percent of total GDP and within agriculture, 64 percent of value added comes from crops, 23 percent from livestock, and 13 percent from forestry. Exports (coffee, livestock products, chat, oilseeds, pulses and horticulture) represent about 10 percent of agriculture GDP. Agricultural growth has averaged 2.6 percent over the period 1994/95 to 2004/05 with a wide variation around trend due to rainfall. Growth has largely been driven by expansion in land area; even so area cultivated per family (and food production per family) has been declining over the longer term. Agricultural growth has not been high enough to allow it to play the leading role in national development and poverty reduction envisaged under the government’s agriculture-led industrialization strategy. Since the 2002/03 drought, growth in the sector has rebounded, and has averaged about 10 percent per year, led by rapid growth in exports, especially livestock products, oilseeds, pulses, and horticulture.

For much of the 1990s the Government’s support to agricultural growth was predicated on the assumption that the critical constraint lay on the supply side, and that a centralized roll out of technological packages combining fertilizer, seed, and instructions on how to use them would break through the supply constraint and lead to sustained growth. The extension service was fully mobilized to implement the roll-out, including the distribution of inputs and collection of credit at the end of the season.

The implementation of the program allowed food production to grow modestly, but participants in the program did not become more fully enfranchised decision makers because they had few options other than to apply the packages as delivered. The role of the state in provision of credit crowded out private agents in input and output markets. Thus a focus on the available technological solutions to supply...
constraints clarified the need for generating more efficient and sustainable ‘baskets’ of technological options and a stronger focus on the demand side through rural markets and improving the decision-making skills and responsibilities of producers. The Government is now placing an emphasis on assisting producers to be successful decision makers, to improve incentives to market and invest, and to protect investments by reducing the economic loss associated with unmanaged risks and periodic adverse events, such as drought. The need for such a change in course is widely understood and embraced by many, and the activities supported under this operation represent a modest and cautious step on a new path.

**The Government’s Strategy.** Ethiopia’s draft Program for Accelerated and Sustained Development to End Poverty (PASDEP) now being finalized, continues to emphasize rural development led by agricultural growth, improved governance and decentralization of delivery of services, and the reduction of vulnerability. Relative to the previous poverty reduction strategy, PASDEP places much greater emphasis on commercialization of agriculture, diversification of production and exports, and private sector investment in order to help farmers to move beyond subsistence farming to small-scale market oriented agriculture. Under PASDEP, these objectives would be pursued through a range of policies and instruments including: (i) modernization of the research and extension systems and making them more demand-driven while providing complementary investments in the human capital of farmers through the Technical and Vocational Education and Training (TVET) program; (ii) enhancing competition and increasing efficiency in agricultural input and output markets; (iii) strengthening the rural credit system; (iv) improving irrigation and water management; (v) increasing land tenure security; (vi) creating a conducive investment climate for commercial agriculture; and (vii) reducing the vulnerability of families living in regions prone to drought.

As part of its commitment to an agriculture-led growth strategy, and as part of a broader Education and Training Policy, the Government of Ethiopia has initiated a substantial investment toward improving the productivity of its rural people. This investment in the development of agriculturally-oriented human capital was launched through the establishment of some two dozen junior college-level residential agriculturally oriented Technical Vocational Education and Training (TVET) programs. These agricultural vocational schools form part of a more general TVET thrust of the government that is aimed at participants in other sectors as well. In addition to training students in a wide variety of agricultural specialties, the Agricultural TVET program is being used to retool and expand Ethiopia’s Agricultural Extension program, especially to meets the needs of a more market-oriented and diversified agriculture. In a second stage of expansion now being launched, the TVET program will provide a range of training options for entrants into a growing private agribusiness sector.

This formal training is the first step of an ambitious scaling-up and intensification of the extension program. The offices of field extension workers, known as Development Agents (DAs) are being upgraded physically and transformed into Farmer Training Centers (FTCs)—community-level office and meeting buildings to house the DAs and to serve as places for farmers and communities to gain access to a wide variety of technical and business skills for rural enterprises. The number of DAs will increase from 15,000 in 2002 to some 55,000 by 2007. Three DAs (one each for crops, livestock, and natural resources) are being stationed at each FTC, an increase from one DA per office as has been the case in the past. In addition to expanding the scale of the service, the scope of services offered is also being increased. A much wider range of technical packages than were available in the past is being developed in order that DAs would have a portfolio of technologies and associated information available for transfer to farmers – and in this way, would be able to better match recommendations with local agro-ecological and socio-economic conditions.

The expansion of the extension program is only partially complete. Around half of the planned FTCs have been constructed with the balance to be completed during the next two years - and even where completed, most facilities are quite rudimentary. Most of the original 15,000 DAs and of the 40,000 new
DAs are in the process of being trained – or have recently completed training. Budget limitations have constrained the provision of furniture, equipment, and other supplies needed to operationalize most FTCs.

Infrastructure development and capacity building for the Ethiopia National Agricultural Research System (NARS) are currently supported by the Agricultural Research and Training Project (ARTP) which is financed by the World Bank and the International Fund for Agricultural development (IFAD); the project has been effective since February, 1999. A request for an extension of the ARTP implementation period has recently been submitted by the Government to the Bank and the project is presently expected to be completed by December 31, 2006.

In addition to the successful establishment of new Research Centers (RCs) in six of Ethiopia’s more marginal agro-ecological zones, ARTP has made good progress in rehabilitating and upgrading of existing laboratory and field facilities at the Ethiopian Institute of Agricultural Research (EIAR), the Regional Agricultural Research Institutes (RARIs) RCs and at Alemaya Agricultural University (AU). There has also been substantial impact of the human resource development (HRD) program: by the completion of ARTP about 350 MScs, 160 PhDs, approximately 200 short-term trainees who participated in overseas training programs, and several thousand short-term trainees who benefited from local training programs, will have been successfully supported through ARTP.

Significant progress was made in improving the coordination of the NARS. In order to make research more client-oriented and demand-driven there has been an intensive effort to develop institutional mechanisms for closer research-extension-farmer/client linkages and collaboration in order to establish more effective working relationships with farmers and agri-businesses in setting research priorities, working on collaborative on-farm research and in assessing the relevance and impact of research results. ARTP also enabled the establishment of a competitive national “Agricultural Research Fund” (ARF); two rounds of “Calls” have been successfully completed. ARTP has enabled research institutes to accelerate identification and development of a wide range of agricultural technologies and know-how adapted to the different agro-ecologies.

However, the task of effectively preparing the Ethiopia NARS for its wide-ranging mandate is far from completed. Lessons learned under ARTP clearly indicate that although a good basis has been created for accelerated technology generation, dissemination and adoption, to achieve and sustain this will require continued and intensified support. There is an urgent need to further re-enforce research institutions and make arrangements for closer coordination, greater client participation in setting research priorities, implementation and funding, pluralism in service provision and much closer farmer-extension-research linkages and collaboration. Building complementary capacity in the extension system and private agri-business will be critical to scaling up the localized successes achieved under ARTP, and especially in marginal and remoter areas. Finally, building on ARTP support, it is important for Ethiopia to enhance its capacity in new frontier areas of research such as bio-technology in order to capitalize on opportunities for international collaboration in addressing important productivity constraints.

2. Objectives

The development objective of the proposed Rural Capacity Building Project (RCBP) is to assist the Ethiopian Government to strengthen the agricultural technology system, make it more responsive to clients’ needs, and enhance the capacity of producers to select economically viable technologies and practices. This would be achieved through: (i) modernized TVET colleges which are more responsive to

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1 For details, reference is made to a 2003 paper on Technology Generation and Adoption by Dr. Legesse Dadi, PPM&E EARO and to the aide-memoire of the “Tenth ARTP Review Mission” of December, 2005.
the changing needs of a demand-driven and market-driven agricultural sector; (ii) piloting new initiatives in the agricultural advisory service system to introduce demand-driven and participatory mechanisms; (iii) a strengthened agricultural research system with improved institutional and human capacity to generate and disseminate client-demanded and market-oriented technologies.

**Key Performance Indicators**

Indicators for project success include (additional indicators can be found in Annex 3):

- % of clients who state to have gained useful knowledge or other long-lasting benefits due to provision of research and/or advisory services;
- Number/% of TVET graduates who found employment in private sector, NGOs, or launched own business;
- % of client satisfaction with professional qualifications of staff recruited from TVETs;
- % of farm household income increased due to adoption of technologies and practices attributable to project intervention in targeted Woredas;
- Number of research projects in identified priority areas conducted in collaboration with national research institutes, NGOs, private sectors, and IARCs;
- Number/% of adaptive research projects, supported by the Rural Innovation Fund, rated as satisfactory (or higher) by peasant associations, other farmer groups and communities.

3. **Rationale for Bank Involvement**

The proposed project is one element in a full array of interventions supporting rural growth in Ethiopia. Several new operations by IFAD, JICA, and USAID will help regional governments and line ministries identify major impediments to development of rural markets, and reduce or remove these barriers. A Bank-supported Financial Capacity Building project will also design and implement measures to reduce market risks (e.g., weather index insurance and warehouse receipt systems). ARTP has substantially increased the capacity of the research system although there is an important unfinished agenda. Another proposed operation, the Sustainable Land Management Project, would assist in the implementation of land certification systems to enhance land tenure security, as well as support capacity building in sustainable land management practices on a watershed basis. Three operations (the Food Security Project, the Pastoral Community Development Project and the Emergency Drought Recovery Project) take resources through local governments directly to poor communities to address their priorities for improved food security and livelihoods in food insecure and drought prone areas, emphasizing the building of household assets and community infrastructure. Other projects in the portfolio support decentralization and delivery of health and education services, and construction of local infrastructure. The present project fits into this overall effort of assistance by emphasizing provision of the human capital and services needed for improved productivity and the generation of sustainable incomes in rural areas.

The Government is strongly committed to the project as is reflected in its overall strategy (see the discussion of the PASDEP above), its strategy for the agricultural sector, and the rapid increase in public funding in recent years for agricultural extension and TVETs. The initial proposal for this project was prepared by the Government and it has already expanded these programs using its own budgetary resources. The Bank is uniquely placed to bring to bear its wide experience with capacity building programs of this type in other parts of the world and will also act as a catalyst to bring in other development partners for greater synergy and coherence.
4. Description

Component 1: Capacity Building for Agriculture Technical and Vocational Education Training (TVET) (US$ 6.3 million)

The TVETs play a central role in human resources development for middle level professionals in the extension system and in the future, the government anticipates that TVETs will increasingly serve the needs for vocational education of the private sector. The Agriculture TVET Capacity Building component will expand and deepen the program for agriculture TVET colleges. It will assist the agriculture TVET colleges to implement the government’s longer term plan for these colleges to serve the changing needs of an increasingly market- and private sector driven sector, by addressing the needs for training of future entrants into commercial farming, agribusinesses and rural NGOs. RCBP would finance: (1) development of a strategic plan for the future of the AgTVETs; (2) strengthening the capacity of those AgTVETs chosen to continue providing training for DAs in terms of equipment, curriculum development and training; and (3) for the remaining AgTVETs, support their transformation into training institutions with new mandates, through strategic planning, equipment or facility development, curriculum development and training.

Component 2: Agricultural Extension Component (US$ 29.0 million)

The goal of the agricultural extension component would be to improve effectiveness of the agricultural extension program to better respond to the needs of all farmers and especially emerging market-oriented farmers. This would be achieved by providing support for: (i) measures to maintain and improve the technical backstopping capacity for Development Agents (DAs), as the government completes and consolidates the expansion of the current program; (ii) building in a cost-effective and sustainable way, the capacity of about 20 percent of the Farmer Training Centers (FTCs) to enable them to become operational in meeting the needs of farmers for information and training; (iii) activities designed to develop experience on a limited scale with new institutional innovations and operational systems featuring greater decentralization, more participation by farmers in financing, planning and evaluation; increased pluralism in service delivery, and enhanced responsiveness to demands emanating from local conditions and markets; and (iv) capacity building for results-based M&E and impact assessment of agricultural advisory services. It is expected that these latter activities would influence the future evolution of the institutional framework for the overall program. Building on the existing capacities, which differ between regions and even within regions, and on a range of approaches that are successfully employed in various places in Ethiopia, this component would: (a) enhance the ability of the agricultural advisory system to operate in a demand-driven and accountable way that satisfies men and women subsistence as well as commercial farmers’ needs for information, advice, linkages, training and other services, and (b) support the development of approaches for achieving a sustainable and cost-effective system. Accordingly, the Agricultural Advisory Services Component would have four sub-components: (i) Technical Support for DAs; (ii) Capacity Building for FTCs, (iii) Institutional Innovation in Agricultural Advisory Services and (iv) Capacity Building for Results-Based M&E and Impact Assessment of Agricultural Advisory Services.
Component 3: Agricultural Research (US$ 22.3 million)

The core objective of RCBP agricultural research support would be to facilitate National Agricultural Research System institutional strengthening by enhancing participation of stakeholders in priority setting, resource allocation, implementation and where possible funding, and provide for HRD, technical assistance (TA), infrastructure, equipment, etc. to re-enforce NARS capacity to generate and disseminate client-demanded and market-oriented technologies.

Component 4: Improving Information and Communication Systems in MoARD (US$ 3.0 million)

The forth component would strengthen MoARD’s capacity to coordinate, monitor and evaluate initiatives in the agricultural sector by building ICT capacity at federal, regional, woreda and FTC levels. RCBP would assist MoARD in developing a system for collecting and analyzing data from the FTC level and provide the necessary ICT equipment, networking services, and training for its implementation.

Component 5: Development of Agricultural Market Institutions (US$ 7.0 Million)

RCBP would support analytical work geared toward understanding and developing practical solutions to addressing constraints in the agricultural marketing system through support to policy assessment and lesson learning and implementation support to developing a commodity exchange. The component would also assist the Government to enhance product quality and manage food safety and agricultural health risks through the provision of training and equipment to support quality control and quarantine activities within MoARD.

Component 6: Project Management (US$ 3.4 million)

This component would support the establishment of a Project Management Unit (PMU) under the direction of Federal and Regional Steering Committees. The PMU would be established at the federal level and Focal Persons would be hired to coordinate implementation of RCBP activities at Regional and Ethiopian Institute of Agricultural Research (EIAR) levels. Institutionally, the PMU would be situated within the Ministry of Agriculture and Rural Development (MoARD) and report to the State Minister. The PMU would be responsible for the overall management of the RCBP including the planning, budgeting, financial management, environmental management, reporting, procurement, communication, monitoring and evaluation, and interaction with IDA and CIDA. To effectively deliver these responsibilities, the PMU would be staffed by competent professionals hired on competitive basis from the market. Staff would be located at the federal level as well as at the regional level.

5. Financing

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6. Implementation

The project does not yet have formal partnership arrangements but anticipates substantial collaboration with the CIDA program. CIDA has expressed a strong desire to provide technical assistance where needed and to harmonize an ongoing CIDA/ILRI program on agricultural productivity and marketing. CIDA is also considering direct financing of the Government’s Rural Capacity Program in the amount of US$ 16 million. A number of other donors are involved in small scale projects in training, extension, and applied research and have expressed interest in participating in implementation through technical assistance and dialogue. Co-financing is likely to increase if donors see project successes.

Implementation of the Rural Capacity Building Project will be managed and administered by a Project Management Unit (PMU). The PMU will be situated within the Ministry of Agriculture and Rural Development under the State Minister for Agricultural Production. MoAARD will take responsibility to ensure that the regions disperse funds and implement required project activities. A number agencies (mostly public, but also private under the competitive grants) would be involved in the execution of program activities with the support of the PMU. Executing agencies would include:

- **For the Agricultural TVET Component:** (i) MoAARD through its Department of Agricultural Extension and Agricultural TVET; (ii) federal TVETs; (iii) regional BoARDS and other regional staff; and (iv) regional TVETs under the BoARDS;
- **For the Agricultural Extension Component:** (i) MoAARD through its Department of Agricultural Extension and Agricultural TVET; (ii) regional/zonal and woreda BoARDS; (iii) DAs; (iv) community level farmers’ groups and kebele associations; and (v) other entities selected and contracted under competitive grants;
- **For the Agricultural Research Component:** (i) EIAR and its federal research centers; (ii) regional agricultural research institutes and their regional research centers under the BoARDS; and (iii) other entities selected and contracted under competitive grants;
- **For the Improving Connectivity w/in MoAARD Component:** MoAARD through its Planning Department and Data Processing Team;
- **For the Development of Agricultural Market Institutions Component:** MoAARD through its Warehouse Receipt and Inventory Office within the Agricultural Marketing & Inputs Sector State Ministry, Plant Protection and Animal Health Departments within the Agricultural Development Sector State Ministry;
- **For the Project Management Component:** (i) the PMU in the MoAARD; (ii) the PMU’s Ag Research Focal Person at EIAR; (iii) the PMU’s Regional Focal Persons at the BoARDS in each of the nine regions; and (iv) other entities selected and contracted under competitive grants; and
- **For the follow-up of the implementation of crosscutting issues (GE, HIV/AIDS and environment) concerned departments and offices such as the WAD of MOAARD will be involved and provide backstopping.**

**Flow of Funds:** Funds transferred to regions for project activities will be counted as additional funding on top of federal contributions to the regions, and therefore will be not be offset in the Government’s formula for allocating regional funds. External funding for RCBP would be deposited into a Special Account at the National Bank of Ethiopia accessible by the PMU. Project accounts would be established for EIAR, and for each of the eight main regions. Program Agreements would be established between the
MoARD and EIAR; the BoARD of each of the eight main Regions; the BoARD of woredas participating in RCBP; any kebele councils or farmer groups receiving responsibilities and funding under RCBP.

**Replenishment of Funds**: Special accounts established in the National Bank of Ethiopia by MoFED to receive donor contributions, including IDA funds, will act as revolving funds. Once funds are transferred to the Birr Account, or direct expenditures are made for approved contracts for earmarked activities, replenishments will only be made when necessary expenditure reports are received from the federal and regional beneficiaries (through MoARD). The financial reporting formats for federal and regional bureaus will be presented in the PIM. These forms will be applicable for all project funds, donors as well as government funds. In addition, donors will need to receive at least monthly replenishment requests.

7. **Sustainability**

The sustainability of the RCBP is closely related to its fiscal implications. A detailed fiscal analysis will be conducted as part of the economic analysis during project appraisal. The fiscal analysis will aim at assessing the likelihood that sustainable local sources of funds will be available at the end of the project to take over from funds provided under the project. Current public expenditures on agricultural research, extension, and education will be compared with (i) the projected demands on public expenditures for sustaining project activities after the completion of RCBP; and (ii) with the projected demands on public expenditures for scaling-up the initiated reforms under the project. The project carefully considers appropriate dimensions of its activities and investments to ensure that demands on public expenditures will be limited to a reasonable and sustainable range. Public expenditures on agricultural research and extension are currently about US$30 million each per year. An additional US$30 Million is being spent annually on the agricultural TVET program. Together, these expenditures total roughly US$90 million per year – this amount represents around 40% of the public sector budget for agriculture and an annual investment of roughly US$10 per farm and 4% of agricultural GDP (*international comparators will be added here*). In terms of share of agricultural GDP, these are relatively high figures, especially compared to averages for Africa. The total project costs are estimated to amount to about US$ 80 million over 5 years. The detailed cost tables will be used to calculate incremental public expenditures per year to sustain and scale-up project activities.

Institutional sustainability significantly depends on the extent to which decision-making power is transferred to decentralized implementation units. In order to mitigate this risk the project will (i) provide TA to kebele administration and other decentralized units to build capacity and assume ownership at these levels; (ii) promote competitive funding mechanisms (such as the competitive research grants and the Rural Innovation Fund) to empower decentralized stakeholders to access resources for research and extension activities based on their needs; and (iii) build regional and local capacity in participatory planning and M&E. Institutional sustainability is also affected by the degree of commitment and openness of key stakeholders (policy-makers, researchers, extension agents) to introduce, sustain, and scale-up innovative research and extension approaches. The project will introduce these innovative approaches on a modest scale, systematically monitor the impacts of these approaches, and raise awareness of these impacts at all levels.

8. **Lessons Learned from Past Operations in the Country/Sector**

**Lessons in Vocational Training.** World Bank support to Vocational Training in Agriculture has not been very widespread, and lessons to be learned are consequently limited. However, lessons from other vocational training programs indicate that success of these programs is more likely when the provision of training services is open to various types of service providers and is not limited to the public sector. A second general lesson is that assignment of responsibilities according to the subsidiarity principle is important and suggests the need for decentralized (regional or lower) administration of vocational
schools. A further lesson is that vocational training is more likely to be effective and sustainable if there is an element of cost-sharing between national and local governments and also by the student. Another characteristic of TVET programs which is often determinate of their success is the extent to which they are responsive to demand, and to the changing needs of society. Too often, TVET programs have graduated students whose skills are not employable. Built in mechanisms to ensure the relevance of the curriculum and the responsiveness to demand are essential to the value of the program over time. Finally, consistency of the TVET program with general education system standards is quite important for quality control as well as for ensuring the flexibility of talented and motivated graduates to be able to enter higher education institutions.

**Lessons in Agricultural Extension.** A review of the Bank's involvement in agricultural extension projects reveals several lessons with regard to successful extension projects. The effectiveness of most extension programs is particularly tied to the responsiveness of program design to the specific needs of the client. Thus, a single extension model cannot be designed for global application, and the participation of local professionals and beneficiaries throughout the project planning and implementation stages is of critical importance.

A further general characteristic of successful extension programs is that a responsive training program has been established for the staff of the extension system. Such programs have proven to be of fundamental importance in providing extension staff with the skills necessary for their jobs and to maintain their awareness of the development of new technologies. The proposed project explicitly addresses this need through its training component.

Flexibility to meet the needs of a heterogeneous population of beneficiaries has often been difficult to achieve when the provision of extension services has been limited to one delivery mechanism. For this reason, consideration will be given in project design to making it possible for local government and farmers to, on a pilot basis, contract for the delivery of agricultural advisory services from any qualified institution or entity. This will permit flexibility in the types of delivery mechanisms which might be employed and will encourage the development of private service providers in rural areas.

Financial sustainability has frequently been a problem in past extension projects, as has the government's ability to cover recurrent costs of a typical extension system, even during the life of the project. An important issue which will be analyzed in this regard is the economic and fiscal feasibility of the proposed scale of the extension service (45,000 extension agents). The nature of the co-financing matrix and arrangements for the gradual introduction of cost-sharing under the proposed project will also be considered with these issues in mind.

In a number of past projects, appropriate technologies have not been available for transfer to beneficiaries. This problem has been closely tied to the lack of systematic linkages between clients of agricultural services, agricultural extension and the agricultural research community. In addressing this issue, the government’s proposal suggests the identification and development of technology packages for distribution by the extension agents in close consultation between these different actors and with significant on-farm testing and verification. This is one approach to the concern. However, others will also be considered as the "package delivery" approach can be useful, but on its own has often proven to be limited in effectiveness.

**Lessons in Agricultural Research.** The Bank’s experience in supporting agricultural research has been recently summarized. With regard to future investments, a greater effort in promoting pluralistic systems is advocated; this will involve the enhancement of the participation of the full range of stakeholders in the

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research process, including universities, private firms, NGOs and farmers organizations themselves performing certain types of research. This includes the development and implementation of science and development policies that permit and encourage import of free technology available through spill-ins from abroad. Pluralistic systems increasingly separate decisions on financing public good research from implementing it and producing new technology. They also strongly encourage partnerships allowing for specialization, exploiting institutional comparative advantage and reducing costs; competitive grants being one mechanism to achieve this.

The Bank’s past experience underlines the importance of strengthening the demand side for research products and the need to empower different categories of farmers to influence the priorities, funding, execution and, importantly, the evaluation of research programs. Although on the one hand, much applied and strategic research is characterized by considerable economies of size and scope that would argue against decentralization, it is now realized that effective adaptive research must be executed on-farm and in dispersed locations through decentralized and participatory approaches. Changing research priorities of Bank-assisted programs in many developing countries provide for improved poverty targeting recognizing the different strategies for different types of farmers and focus more than before on aspects related to the commercialization of agriculture such as post-harvest technologies, product quality, food safety and diversification into value-added production and non-traditional exports which often offer potential for major increases in rural employment and incomes. It is increasingly recognized that future productivity increases must come from a more knowledge-intensive agriculture that uses existing land and water resources more efficiently and sustainably. Wider environmental awareness brings urgency to broader issues related to the use of land, water, forests and biodiversity; pesticide safety and residue minimization; livestock waste management; water quality preservation and watershed protection.

There have been serious problems of sustainability with public research organizations suffering in financial crises frequently leading to minimal operating budgets and erosion of salaries and incentives. Long-term sustainability demands the “right-sizing” of research organizations to fit the available resource envelopes, using additional funds, including from the private sector for operating costs, and to pay scientists competitive salaries. It also demands monitoring and tracking the results and impact of research activities over time.

9. Safeguard Policies (including public consultation)

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10. List of Factual Technical Documents

* By supporting the proposed project, the Bank does not intend to prejudice the final determination of the parties' claims on the disputed areas
A. Project Implementation Manual


B. Others


“The Long Term Middle Level Agricultural Technical Vocational Education & Training (ATVET) Programme: Proposal (Draft), Department of Agricultural Extension and TVET, April 2005.


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