



Federal Democratic Republic of Ethiopia
Ministry of Agriculture

Participatory Small Scale Irrigation Development
Program (PASIDP II)

Job Creation Strategy

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LIST of ACRONYMS

ATA	Agricultural Transformation Agency
FAO	Food and Agricultural Organization
GDP	Gross Domestic Product
GOE	Government of Ethiopia
GTP	Growth and Transformation Plan
IFAD	International Fund for Agricultural Development
ILO	International Labor Organization
MOA	Ministry of Agriculture
OECD	Organization Economic Cooperation Development
PASIDP	Participatory Small Scale Irrigation Development Program
PIM	Program Implementation Manual
RJOC	Rural Job Opportunity Creation
USAID	United States Aid
SSI	Small Scale Irrigation
OSH	Occupational Safety and Health
FHH	Female Headed House Hold
MHH	Male Headed House Hold
PCMU	Program Coordination Management Unit
WIDE	Well Being and Ill Bing Dynamics Ethiopia
CRGE	Climate Resilience Green Economy
ADLI	Agricultural Development Lead Industrialization
TVET	Technical Vocational Educational Training
FPIC	Free, Prior and Informed Consent
RBM,	Result Based Management
KMS	Knowledge Management System
MIS	Management Information System
SECAP	Social Environmental and Climate Assessment Procedure
NEC	National Employment Council
SME	Small and Micro Enterprise
SMIS	Small and Micro Irrigation Support
NWFP	Non Wood Forest Product
MOFED	Ministry of Finance and Economic Development

DA

Development Agent

HIV/AIDS

Human Immunity Various/ Acquired Immune Deficiency Syndrome

TABLE OF CONTENT

CONTENT	PAGE
Executive Summary	vi
CHAPTER ONE: Introduction and Back ground of the Strategy	1
1.1. Back ground and Rational of Strategy	1
1.2. Concept and Definition	4
1.3. The scope of the Strategy	5
1.3.1. Strategy Development Approach/methodology	6
1.3.2. Conduct field supervision	6
1.3.3. Gathering Information	6
1.3.4. Organizing the Strategy Development Team.....	6
1.3.5. Strategy Development.....	6
1.4. Vision.....	6
1.5. Objective of the Strategy	7
1.5.1. General Objective	7
1.5.2. Specific Objectives	7
CHAPTER TWO: Situation Analysis.....	7
2.1. Program Goal and Objectives	7
2.2. Strategic Focus of Participatory Small Scale Irrigation Programme_II	8
2.3. Components of the Program	9
2.4. Principles and Approaches of PASIDP_II.....	9
2.5. Existing Rural Job Creation of PASIDP_II	10
2.6. Opportunities and Challenges.....	10
2.6.1. Opportunities	10
2.6.2. Challenges.....	11
CHAPTER THREE: Participatory Small Scale Irrigation Development Program (PASIDP_II) Rural Job Creation Strategy	11

3.1. Strategic Frame work.....	11
3.1.1. International and National Commitments.....	12
3.1.1.1. International Commitment.....	12
3.1.1.2. Government Commitments.....	13
3.1.2. Framework Approach.....	16
3.2. Rural Job Opportunity Creation in Agricultural Sector.....	18
3.3. Components of PASIDP_II Rural Job Creation Strategies.....	19
3.3.1. Construction of Small Scale Irrigation Schemes.....	19
3.3.2. Agricultural Development.....	20
3.3.3. Agri - Business and Market linkage.....	22
3.3.4. Watershed Management.....	25
3.4. Implementation, Monitoring and Evaluation.....	28
3.4.1. Institutional Arrangement.....	28
3.4.2. Capacity Building.....	29
3.4.3. Monitoring and Evaluation (M&E).....	30
4. References.....	33
5. Annex.....	34

Executive Summary

The objective of this strategy is to facilitate job opportunity creation options around PASIDP II intervention areas aligned with MoA RJOC strategic document. Since PASIDP II is working on participatory irrigation, there are several job creating options along the value chain starting from input supply to production end use. The strategy is intended to integrate rural job opportunity creation efforts with the country's broad and sectorial policies, strategies and programs.

To develop this strategy document the program pulled five Experts from different directorates of MoA in addition to its three staff members. Three approaches/methodologies were used to gather information and to come out with the final document. The first one was conducting field observation and face to face interview with rural dwellers and beneficiaries around project area. The second approach used was assessing current job opportunity status and identifying the existing gaps among implementing actor in MoA by discussing with concerned experts through organized discussion points. The last and third one is document review. In this part the team reviewed secondary data like, constitution, Policies, proclamations, strategies, guidelines, regulation, proceedings, thesis, and other documents written for national & international consumption.

This strategic document incorporates program components and activities as pillars for job opportunity creation such as SSI scheme construction, agricultural development, watershed management, Agri business and market linkage. In the existing situation, under the program components there has been sources of employment such as horticulture, apiculture, seedling preparation, and different agricultural marketing practices throughout the value chain and plenty of jobs were created directly and indirectly. 1,789 and 15,711 community members were engaged in permanent and temporary work respectively.

The document reviewed the existing opportunities and challenges around the programme intervention area. Under the components and subcomponents there are activities which can spring different jobs like; mining of construction materials, construction of schemes, high value Irrigation crop production, improved Seed production, vermin compost and vermin culture, input provision and agro dealers, Packaging, Transporting, cleaning, sorting and grading, agro-processing, Storing, Promoting saving and accessing to credit Service, trading, risk bearing and insurances, market information and intelligence, Informal Seed multiplication and supply, brokering, animal and fishery production, fattening of sheep, goat and cattle's, poultry production, fish production and beekeeping are jobs can be extracted from these activities.

The last chapter of the document discussed about the frame work of the Strategy. In this regard, international commitments such as OECD Policy Brief February, 2000 and International labor organization (ILO) were briefly reviewed. As National Commitments; Ethiopian Constitution, 1994, Growth and Transformation Plan II, National Youth Policy and the National Employment Policy & Strategy are some of written references taken. The institutional Arrangement, implementation, capacity building, monitoring and evaluation parts are also included in this chapter.

CHAPTER ONE: Introduction and Back ground of the Strategy

1.1. Back ground and Rational of Strategy

Eighty five percent of Ethiopian population live in rural areas and engaged in agriculture (Rural Development Policy and Strategy of Ethiopia, 2003). Agriculture has also played a major role as an engine for economic growth. Subsistence agriculture has continuously dominated economic development in Ethiopia (Mellor, 2014). This sector contributed about 34.12% of the country's Gross Domestic Product (GDP) by end of 2016/17. Despite its pivotal role in overall GDP the performance of this sector has remained largely subsistence oriented, low input and output and 90% of cultivated land has been dependent on rain-fed and affected by seasonal climate change and variability due to land degradation, deforestation. As an effect the rural communities have been suffering from drought and food insecurity which resulted in poverty.

Ethiopia as many other African countries can only achieve a significant turn around and feed their citizens creating adequate jobs for the youth when agriculture is being modernized through appropriate mechanization and agribusiness strategies. Statistics show that more than 80 percent of farm activity is still being done by smallholders and family-led farms that rely almost entirely on manual labor. Also, PASIDP's target group falls within this category supporting small and family led farm, given that only 0.5ha to 1ha of land will be distributed among the clients. The low levels of mechanization and value addition (mostly cereal crops and local vegetables both with a low to medium value creation) make agriculture unattractive to Ethiopia's youth while also limiting opportunities for income generation and employment.

Even though the country economic development seems to have substantial growth during the past years, it is not proportional to the population growth. Currently the Ethiopian rural annual population growth rate is estimated at 1.8 percent, while in view of age composition annual growth rate of economically active population (15-59 years old) is estimated about 2.6 percent. This reveals that jobseekers' annual growth rate is higher than the overall population growth rate (Estimated based on Central Statistics Agency, 2012/13 Manpower Survey). This imbalanced growth contributes for high labor force rate (on the supply side) and limited employment generation (on the demand side). Due to such reasons,

unemployment and under employment are serious social problems in Ethiopia. Even though many efforts have been done, the result obtained is not sufficient as expected.

Similarly, agricultural practices are not capable to consume those labor force around the programme area throughout the year because of an intervals and idle times between each agricultural activity (peak and off season) so that, many people find work in the harvest season but are forced in to idleness or labor migration the rest of the year.

The GTP-1 achievements help the government to put clear directions to expand and strengthen RJOC programs and projects to exploit the untapped agricultural potentials to address the needs of unemployed rural women and youth. This segment of population comprises rural women and youth who are either literates, school dropouts, or illiterates but relatively have better understanding, capabilities and knowledge about agricultural productivity, mechanization and modernization of the sector towards industrialization and transformation as per the GTP-II goals (national work shop report 2015). Even though government had been applying unlimited effort for economic structural transformation, still the agriculture is in capable to generate adequate job for needy peoples.

Only on-farm jobs are not sufficient for job creation in rural areas but also non-farm economic activities through the value chains linked to sustainable agriculture, agribusiness development and related support services should be incorporated. Quantification of the volume, number of actors and jobs is very relevant to evaluate to what extent the value chain approach increase the benefit of the actors particularly the primary producers through increased production. On the other hand it is also important to measure the number of beneficiaries' increment and new job created since these points are a major criteria for selection of the commodity. Opportunities could be promoted to provide inputs and services to farmers, and in the downstream marketing and Value-adding activities including agro processing, sorting and grading, packaging and labeling, transporting as well as post-harvest handling. In general, non-farm activities are becoming an important source of income for farmers and other rural households, including the landless.

The second phase of the IFAD-funded Participatory Small-Scale Irrigation Development Programme (PASIDP II) builds on the experience of the first phase including key innovations to improve the prosperity, food security and nutrition of 108,750 households in four regions of Ethiopia: Amhara, Oromia, Tigray and the Southern Nations, Nationalities and Peoples Region. The programme provides rural poor households in food-deficit Woredas with access to small-scale irrigation schemes and facilitation of access to markets, financial services, inputs and technologies to allow smallholders

sustainably increase their agricultural productivity and resilience against adverse weather and climate change

One of the key innovations of PASIDP II is an enhanced focus on gender and youth as priority target group. Within the selected irrigation schemes and adjacent watersheds, PASIDP II will be using a self-targeting approach together with mechanisms to promote inclusion of women, youth and vulnerable groups, aiming to support 15,000 youth and landless people who benefit from rural employment creation due to the growing labor need requirements in irrigation and related downstream and upstream agribusiness development.

PASIDP at different levels have been directly or indirectly supporting the implementation of job opportunity creation in one kind or another. However, there is a consensus that many of these interventions have not been systematically identified and implemented in such a way that they bring about a meaningful and sustainable impacts to the lives and livelihoods of the job seekers due to lack of alignment and collaboration among the program objectives and concerned stockholders regarding job creation intervention . On the other hand job opportunity creation interventions have not been supported by strategy and there have not been clear plans and targets.

Therefore, it is necessary to intervene in order to address under employment and unemployment problems of rural people by design and prepare PASIDPII job creation strategy complementary with MoA RJOCS. This strategy aims to create common understanding and creation of alignment and bridge by outlining gaps, considerations, procedures and set of actions to follow the key processes and approaches that articulate the ongoing and future interventions in line with the program long term goals. The strategy provides inputs and guides on how the activities are going to be translated into practices. Therefore, the program is committed to devise intervention strategies that can address those challenges and the needs of those unemployed rural women, men and youth to run on-farm and non-farm small business. Therefore, this program strategy provides framework for operationalizing the rural job opportunity creation path way aligned with the program implementation document. It also assists to move away from business as usual approach and to start rethinking and innovative for better performance for sustainable income generating activities.

In general, PASIDP-II job creation strategy is designed to guide the implementers and partners in implementing the Participatory Small-scale Irrigation Development Program on job creation in different components and activities in systematic manner.

1.2. Concept and Definition

Employment:

“A broader concept of employment, encompassing paid forms of work as well as implicitly remunerated economic activities for own use, may be more effective as long as careful distinctions between the various activities are made.” (FAO)

Employment, also called ‘jobs’, and defined as ‘work performed for pay or profit’. Not always entirely clear if production for own use is to be included especially if production may be both for own use and for the market. (World Bank)

No single broad definition and no explicit distinction between ‘work’ and ‘employment’, but operationally evaluation is done in relation to ‘full-time-equivalent employment in firms that have received assistance’ (USAID)

Unemployment and Underemployment:

According to **Ethiopia National Employment Policy and Strategy 2017**, **Unemployment**: refers to economically active citizens and satisfying three criteria simultaneously; that is “job seekers” who are “without work”, “currently available for work” and “seeking work” and **Underemployment** contains economically active citizens who are available and ready to work more hours than their current engagement or to use their time more productively.

Since the above definition complement with the objective of the programme intervention both unemployment and underemployment exist and the trend is increasing moreover, this areas underemployment is more common and assumed to be more pronounced than unemployment. Therefore, job creation initiatives undertaken to address the problems of program areas will give due attention to both unemployment and under employment.

Conceptually Job opportunity creation have two main concepts, the first one is provision of job direct to job seekers especially for those who wants to be self-employed (business owner) and the second is also expanding opportunities to be employee for those who are looking to be employed to others business.

Temporary:

A job may be regarded as temporary if it is understood by both employer and the employee that the termination of the job is determined by objective conditions such as reaching a certain date, completion of an assignment or return of another employee who has been temporarily replaced. In the case of a work contract of limited duration the condition for its termination is generally mentioned in the contract. (*European Labor Force Survey*)

Permanent:

Wage and salary workers (i.e. employees) whose main job is of unlimited duration characterized by continuity in the work relationship with the current employer. (*August Supplement of the Economically Active Population survey*)

Decent:

Decent work: Decent work has been defined by the ILO and endorsed by the international community as “productive work for women and men in conditions of freedom, equity, security and human dignity”. It is productive work that delivers a fair income, security in the workplace and social protection for families; better prospects for personal development and social integration; freedom for people to express their concerns, to organize and participate in the decisions that affect their lives; and equality of opportunity and treatment for all women and men. (*FAO Pilot version for field-testing March 2016*)

Decent work is work that provides people with a fair income (provides and adequate living income), is done in conditions of freedom, equity, security and human dignity, and entails an adequate degree of employment security and stability, adopts minimum occupational safety and health (OSH) measures, avoids excessive working hours and promotes access to adapted technical and vocational training. (*Henk, report of supervisory mission to PASIDP-II 2018*)

1.3. The scope of the Strategy

During the program implementation year’s 15,000 beneficiaries will be engaged on on-farm and off - farm employment opportunities which created on different components of the program such as SSI scheme construction, watershed management practices, rain fed and irrigation crop production and agribusiness and market linkage which have been implemented in the PASIDP-II implementation area.

1.3.1. Strategy Development Approach/methodology

1.3.2. Conduct field supervision

The PASIDP_II team and other stakeholders with collaboration of IFAD consultants have conducted field supervision on randomly selected program intervention woredas and discussed with the scheme and adjacent watershed beneficiaries as well as Woreda and kebele experts. During the field supervision the team observed the gaps and gathered ground truth information regarding rural unemployment and existing opportunities to create different jobs for job seekers. After the field visit the team provided feedback for PCMU and IFAD country office staffs.

1.3.3. Gathering Information

The PCMU experts prepared discussion points regarding job opportunity creation along the value chain and collect information from different relevant Directorates under the Ministry of Agriculture (MoA). The team acquired different information, experiences and lessons from these directorates through interview and discussion.

1.3.4. Organizing the Strategy Development Team

Based on the feedbacks and comments the PCMU pulled the resource persons from different directorates (Rural Job Opportunity creation, Crop Development, Agricultural Extension, Women, Youth and Children, Agricultural Mechanization) of the Ministry of Agriculture with participation of PASIDP_II experts. The programmed experts presented the PASIDP_II overview and the team discussed on the rationality to prepare programme's job creation strategy. The team gathered different necessary reference documents, share their experience and used field visit observations and feedback report as an inputs.

1.3.5. Strategy Development

The strategy developed by organized team on the basis of gathered information, field observation, interviews, experiences, reviewing the documents and brainstorming to produce draft strategy document. Then the final document was produced after reviewing the draft document with PCMU and other relevant stakeholder by incorporating those comments.

1.4. Vision

To see the 15,000 rural job seekers engaged in productive, inclusive and sustainable jobs and benefiting from the job opportunity created by PASIDP-II development interventions there by contributing for income and livelihood improvement by 2023/24.

1.5. Objective of the Strategy

1.5.1. General Objective

The general objective of PASIDP-II job creation strategy is to ensure 15,000 job seeker engagements with demand driven alternative jobs through PASIDP_II programme components to improve the rural livelihood towards poverty reduction.

1.5.2. Specific Objectives

- To secure job opportunities for rural women, youth and men job seekers on PASIDP_II areas
- To exploit and use rural job potentials on the basis of PASIDP_II Components/ activities
- To expand job opportunities or alternatives across the programme development interventions
- To contribute some share on the reduction of rural unemployment /or under employment rate
- To enhance inclusive job opportunity to ensure equitable benefit of rural Community
- To increase production and productivity by improving working culture and use of appropriate technology
- Providing Permanent job to improve the livelihood of beneficiaries in environmental friendly and sustainable basis

CHAPTER TWO: Situation Analysis

2.1. Program Goal and Objectives

PASIDP II builds upon the experiences and lessons learned of the first phase and set stretched goals to lead a significant increase in farm productivity, market output and incomes for farm households through access of irrigated agricultural lands. Small-scale irrigation which allows households to evolve from a one rain-fed crop per annum to one or two irrigated crop cycles in addition to one rain-fed crop cycle, which enhances their food security and allows them is doubling their incomes from agriculture.

Program Goal: The principal aim of the program is to support National Rural Job Opportunity Strategy. The program also emphasizes that growth should be inclusive and therefore would stress the participation of landless women, men and youth. By ensuring job opportunities the program increases the income of rural youth, land less men and women on sustainable basis by assessing different options through developing income generating activities within the Program intervention areas. On the long run the program ultimate goal is to bring prosperity and to create community resilience to shocks in food insecure areas of Ethiopia.

Strategic Objective: Since the program is designed to support development objective and GTP –II strategies, the following Strategic Objectives are derived;

- Increasing crop production and productivity
- Enhance livestock production and productivity
- Reduce natural resource degradation and improve its productivity and
- Ensure food security, disaster risk reduction and enhance preparedness capacity.

These goal and objectives are to provide expected outcome of Components; farmers have increased market-oriented skills and capacity for sustainable agriculture and ensuring different employment opportunities through range of activities designed to ensure that the beneficiaries operate in an environment that is conducive to rural commercial development. To achieve these goal and objectives it needs to have participation of relevant development partner and stakeholders. Based on the experiences and lessons learnt so far, the program planned to benefit about 15,000 rural beneficiaries within the implementation of PASDIP-II program.

2.2. Strategic Focus of Participatory Small Scale Irrigation Programme_II

The design of the PASIDP II is aligned to the Strategic Framework 2016-25, the Targeting Policy Reaching the Poor (2010), and the Gender Equality and Women’s Empowerment (2012). The Program will ensure that women and youth equally benefit from program interventions. PASIDP II will be implemented in compliance with IFAD’s Policy on Improving Access to Land and Tenure Security, the Voluntary Guidelines on the Responsible Governance of Tenure of Land, Fisheries and Forests and the Framework and Guidelines for Land Policy in Africa. As such, before supporting any development intervention that might affect the land access and use rights of communities, it will ensure that their free, prior and informed consent (FPIC) has been solicited through inclusive consultations based on full disclosure of the intent and scope of the activities planned and their implications. The Program is aligned to IFAD’s Natural Resources Management Policy and Climate Change Strategy.

Additionally the program is trying to adopt or accustom the National Employment Policy and Strategy of Ethiopia and rural job opportunity creation strategy developed in November 2009 and May 2017 respectively.

Through developing different options within each subcomponent the program is creating jobs for rural youth, land less women and men by generating income for those unemployed people within the intervention areas.

2.3. Components of the Program

Component A: Investment in Small-scale Irrigation Infrastructure: The expected outcome of Component A is “farmers have access to sustainable irrigation schemes “. The Program aims to develop 18,400 ha of small-scale irrigation schemes. Subcomponent A.1 will support (a) the identification and selection of 22,000 ha of schemes, (b) the feasibility studies and detailed designs following improved quality guidelines, (c) the establishment and strengthening of Irrigation Water Users Associations, (d) the required environmental and social impact studies and environmental and social management plans. Subcomponent A.2 will support the development of the selected irrigation schemes, including multiple user systems alongside irrigation.

Component B: Investment in Capacity for Sustainable Agriculture: The expected outcome of Component B would be “farmers have increased market-oriented skills and capacity for sustainable agriculture”. This component will support a range of activities designed to ensure that the beneficiaries operate in an environment that is more conducive to rural commercial development. Subcomponent B.1 will finance the strengthening of farmers’ cooperatives, the development of agribusiness linkages and access to financial services. Subcomponent B.2 will support the improvement of crop husbandry practices mainly through farmers’ research groups, extension support and the availability of improved seed. The Subcomponent will also make provision for gender-activities and promotion of nutrition-sensitive agriculture. Subcomponent B.3 will support improved watershed management on 68,160 ha of adjacent watersheds and promotion of conservation farming.

Component C: Program Management, M&E, and Knowledge Management: Component C will focus on (a) Learning and Knowledge Management, (b) Program Management, Monitoring and Evaluation.

So far the program components, sub components and activities are implemented to realize the livelihood improvement of program beneficiaries through creating employment opportunity and income generating activities either temporarily or permanently. As a result the rural job seekers (youth, women and men and land less) have been engaged in and benefited from the component activities.

2.4. Principles and Approaches of PASIDP_II

To design and implement this strategy, the approaches and principles of the program are entail to take as a foundation. So in this document the main principles and approaches which are bases to manipulate any activities are listed below.

- A. Full and effective participation by all stakeholders throughout the processes of planning and implementation, with particular emphasis given to participation by the target group and well as by key entities with the value chains for produce,
- B. Technical viability, especially the reliability of water supply to provide for the command area planned,
- C. Landscape approach to watershed management, ensuring that irrigation command areas and downstream private and public facilities are protected. It is also essential to simultaneously provide for sustainably enhanced productivity within watershed areas contiguous with irrigation schemes,
- D. Inclusiveness for all community members associated with the irrigation schemes, whether or not they are actively involved as irrigation farmers, and
- E. To ensure financial viability, training in agribusiness skills and market access must be readily available to all the participating farmers.

Since the nature of program approach is participatory, inclusive and capacitating all group of the community, it is conducive to create and expand jobs opportunity. Principally the program works to change the mind set up of rural community in to business oriented and innovative culture or outlook especially on unemployed and under employed community members.

2.5. Existing Rural Job Creation of PASIDP_II

Even though different activities in the program components such as construction of irrigation scheme, watershed management, horticulture, apiculture, seedling preparation, and different agri-business practices throughout the value chain plenty of jobs were created directly and indirectly, there are bottlenecks regarding classification of employment and reporting system. Due to lack of strategy and poor data collection and organizing system it was not able to visualize actual number of job created in classification of employment such as permanent and temporary in well-organized manner.

2.6. Opportunities and Challenges

2.6.1. Opportunities

- Government attention and commitment
- Availability of policy and strategies
- High interest of donor and development partners
- Emergence of urbanization and infrastructure development
- improvement and in dissemination of technologies

- presence of different agro ecology and rich biodiversity
- Emerging agro-processing industries and establishment of industrial parks for value chain development
- The availability of reliable regional, national and international market opportunities for agricultural products,
- Increased trained manpower in agriculture

2.6.2. Challenges

- Limited access to finance and poor saving culture
- Land and work premises scarcity
- Lack of knowledge on entrepreneurship and innovative business
- Poor information and data recording system
- Inadequate market access and linkage, information and volatile price
- Illiteracy ,Lack of awareness and attitudinal problem
- Weak coordination and collaboration among stakeholders
- Unpredictable patterns of rain and recurrent drought due to climate change and variability
- small and diminishing farm lands due to large family sizes
- Rapid population growth
- Soil infertility with decreasing yield-per-hectare ratios
- Occurrence of pests on-field and post-harvested crop
- Outbreaks of animal diseases and shortages of animal feed
- Weak institutional arrangement

CHAPTER THREE: Participatory Small Scale Irrigation Development Program (PASIDP_II) Rural Job Creation Strategy

3.1. Strategic Frame work

Rural job opportunity creation initiatives to be implemented in an integrated manner, ensuring job seekers is indispensable to the achievement of the PASIDP_II's strategic objectives and national economic development. It needs coordination among stakeholders and development partners to improve linkage and synergies while supporting in rural job opportunity creation effort in the program implementation areas. Thus, this strategy needs to follow and focus on the following frameworks.

3.1.1. International and National Commitments

3.1.1.1. International Commitment

Global initiatives are focused on Investing in rural youth, men and women to catalyze economic growth and development in rural economies as a whole. At decent Jobs for job seekers, our approach centers on developing and supporting efficient agribusiness, value chains and entrepreneurship models. Another key focus area is ensuring that young people have access to productive resources, such as land, technology and financial services. These global initiatives and efforts are complemented by strengthening policies and programmes. So that the rural economy benefits from a skilled youth labor force and a positive business climate.

This strategy is going to be implemented in line with International commitments (like ILO, FAO, IFAD_ SECAP and other institutions affiliated to employment and job opportunity creation initiatives.

- ❖ **OECD Policy Brief February, 2000:-** Local development and job creation initiatives first emerged in the early 1980s as a direct response to a new phenomenon of high, persistent and concentrated unemployment, which national policies appeared unable to defeat on their own. Since then local initiatives have continued to spread and evolve. They represent an important mechanism for responding to a number of broad forces affecting our economies and societies today. These forces include the globalization of markets, new technologies, the transfer of policy powers from central to local governments and partners, the rise of civil society and the renewed interest in equitable and sustainable development. If implemented properly, local development initiatives can bolster national efforts to create employment, tackle poverty and improve governance. Labor market policy plays a central role in supporting job creation, through ensuring that businesses can access people with the right skills to help them to start up and grow. Policies to build employability and promote mobility are thus conducive to higher productivity and efficient matches between skills and opportunities. At the same time, the search for efficiency in the delivery of national policies and programs can lead to a lack of attention to the negative effects that a “one size fits all” approach can have in certain regions.
- ❖ **International labor organization (ILO):-** According to International Labor Organization definition of employment, Employees are all those workers who hold the type of jobs defined as “paid employment jobs”, where the incumbents hold explicit (written or oral) or implicit employment contracts that give them a basic remuneration that is not directly dependent upon the revenue of the unit for which they work. Employers are those workers who, working on their own account or with one or a few partners, hold the type of jobs defined as a “self- employment jobs” (i.e. jobs where the remuneration is directly dependent upon the profits derived from the

goods and services produced), and, in this capacity, have engaged, on a continuous basis, one or more persons to work for them as employee(s). Own-account workers are those workers who, working on their own account or with one or more partners, hold the type of jobs defined as a “self-employment jobs”, and have not engaged on a continuous basis any employees to work for them. Members of producers’ cooperatives are workers who hold “self-employment jobs” in a cooperative producing goods and services. Contributing family workers are those workers who hold “self-employment jobs” as own-account workers in a market-oriented establishment operated by a related person living in the same household.

- ❖ **ILO Employment Policy Convention, 1964 (No. 122) :-** This governance Convention requires ratifying states to declare and pursue an active policy designed to promote full, productive and freely chosen employment. Such a policy shall aim to ensure that there is work for all who are available for and are seeking work; that such work is as productive as possible; and that there is freedom of choice of employment and the fullest possible opportunity for each worker to qualify for, and to use his or her skills and endowments in, a job for which he or she is well suited, irrespective of race, color, sex, religion, political opinion, national extraction or social origin. This policy shall take due account of the stage and level of economic development and the mutual relationships between employment objectives and other economic and social objectives, and shall be pursued by methods that are appropriate to national conditions and practices. The Convention also requires member States to take measures to apply an employment policy in consultation with workers’ and employers’ representatives

3.1.1.2. Government Commitments

Ethiopia has given a priority for creating job opportunities for young people and those especially vulnerable to migration. Some of the commitments stated as follows:

- ❖ **The Ethiopian Constitution, 1994:-** Both federal and regional constitutions pointed out that all citizens will have the right to decide his living conditions, on Article 41 Economic, Social and Cultural Rights; every Ethiopian has the right to engage freely in economic activity and to pursue a livelihood of his choice anywhere within the national territory.
- ❖ **Agriculture Policy:-**The present agricultural labor force has had minimal educational opportunities. The agricultural knowledge and skills possesses is mostly what has been passed on from one generation to the other. This knowledge is not to be under estimated. It is an important resource that can be built upon both by selecting known agricultural practices with potential and employing them appropriately and also by promoting improvements to existing agricultural

practices of such uneducated farmers through the expansion of agricultural extension services. Our experience as well as that of other countries has provided sufficient proof that this allows for appreciable results. Therefore, regarding improvement of farmers' agricultural skills, the priority task is to improve the agricultural practices of the uneducated farming population and thereby achieve a quick increase in agricultural production however such efforts have their own limitations. The lack of formal education limits the capacity of farmers to appreciate and use modern technologies.

- ❖ **Strengthening the Agricultural Labor Force :-** The overall economic development strategy and particularly our agricultural development strategy is based on continuous building of productive capacity of our labor force and employing it intensively in development activities of all sorts.
- ❖ **Growth and Transformation Plan II: -** The Growth and Transformation Plan II has given due emphasis to create employment opportunities for young people to reduce poverty and tackle irregular migration. The Government of Ethiopia has allocated 10 billion ETB (USD 36 897 870.00) as a revolving fund to support young people to engage in self-employment activities. Investing in agriculture means creating employment for a larger population, he added. The agriculture sector is working to create more employment options for young people so that we can give people more options to stay at home.
- ❖ **National Youth Policy: -** It is obvious large numbers of rural youth are migrating to urban areas due to in search of better opportunities .youth are not only receptive to new ideas but Ethiopia and other countries adopt and use various age ranges also have the potential capacity for creativity and productivity, for the concept "youth" from the standpoint of the purpose they can play a major role in all sectors of development. In order which they stand for and the activities they undertake. For to translate their potential energies and capabilities into fruitful example, the United Nations (UN) defines the youth as persons action, however, they need favorable environment. The youth are expected to ensure their safety and well-being by properly participating in the efforts made at national level to prevent the environmental pollution that is being presently witnessed and the negative impact of technological products. In this, regard, there are no favorable conditions under which the youth would make contributions on their part by participating in activities related to soil and water conservation, afforestation, heritage protection and other environmental preservation activities. The youth need platforms through which they would be able to alleviate the problems of elderly people, support people infected and affected by HIV/AIDS, help needy people and engage in activities during disaster situations.

- ❖ **The National Employment Policy & Strategy:-** Addressing the employment agenda is fundamental for sustained growth through enhancing labor productivity. The future of employment expansion in Ethiopia is with the private sector. The public sector can no more be the biggest employer. The Civil Service has to be lean and needs to have highly skilled and well paid civil servants to ensure its leading and facilitating role for a thriving private sector. Thus, enhancing private sector productivity (both formal and informal) and creating mechanisms for strengthening their linkages and complementarities is critical to create decent and remunerative jobs to reduce poverty. Most poor people in Ethiopia live in rural areas and are primarily engaged in low productivity and low paying farming activities. Their pathways out of poverty are thus likely to be strongly connected to productivity improvement in the rural economy whether they are realized in farming, rural non-farm enterprises or via rural-urban migration. Similarly, increasing the productivity and earning capacity of the informal and employment-intensive formal sector is indispensable for the alleviation of urban poverty. Hence, what is required is the creation of greater employment opportunities and incomes in the sectors where the poor are concentrated.
- ❖ **Small Scale Irrigation Strategy: -** The Small-scale and Micro Irrigation Support Project (SMIS) was developed to support the Small-scale Irrigation Capacity Building Strategy for Ethiopia. It is designed to support government organizations, private institutions, water user associations, and farmers to develop gender responsive and sustainable small-scale irrigation (SSI) and micro-irrigation (MI). The Small-scale and Micro Irrigation Support Project (SMIS) was developed to support the Small Scale Irrigation Capacity Building Strategy for Ethiopia. It is designed to support government organizations, private institutions, water user associations, and farmers to develop gender responsive and sustainable small-scale irrigation (SSI) schemes based on integrated watershed management principles and to use micro-irrigation (MI).
- ❖ **National Employment Council (NEC):-** National Employment Council (NEC) shall be established at national level to guide and coordinate the overall implementation of employment policies and strategies by different stakeholders. The main tasks of the NEC are: Ensuring the mainstreaming of the National Employment Policy and Strategy across different macro-economic and sectorial policies and growth strategies of the country as well as instituting a broad and multi-sectorial implementation, coordination and monitoring mechanisms. The Council shall also serve as an advisory body to the government on issues pertaining to employment and pro-poor growth policies. The major objective of GTP II is sustaining rapid, broad based and inclusive economic growth, which accelerates economic transformation and the country's development. GTP II is focused on enhancing the economic infrastructure, accessing and improving the quality of basic

services, as well as reducing poverty in a visible manner through creating decent jobs both in urban and rural areas. The plan will sustain the inclusive and swift economic growth. Such broad based and sustainable economic growth is assumed to ensure sufficient job opportunities at all levels. Empirically, GTP II envisages reducing the national unemployment rate from 4.1 percent to 3.5 percent and urban unemployment rate from 16.1 percent to 12.2 percent.

❖ **Climate Resilient Green Economy (CRGE)** The strategy has been an integral part of Ethiopia's economic development framework since 2010/11. The full-fledged design and implementation of CRGE in the country placed Ethiopia at the forefront of the global context. The strategy has three basic pillars including promoting economic growth and development thorough carbon free industrial path, reducing and avoiding the production of greenhouse gas emissions and building a climate resilient green economy. While the Government is committed to promoting carbon free economic development and green industrial growth, the design of PASIDP_II Rural Job Creation Strategy must consider the creation of green jobs. All government policies and strategies that exist and those to be evolved are implemented under the umbrella of GTP II and CRGE, towards attaining Ethiopia's vision. Similarly national wise the strategy respects a commitment of different policies, strategies, regulations, guidelines, and manuals ratified (National Employment Policy and Strategy, Youth Policy, Gender Policy, RJOC-MoA and other related legal frameworks) to be practiced in the country. In the meanwhile the polices, strategies and programs with no doubt play important role in creating jobs, the PASIDP_II Rural Job Creation Strategy needs to be aligned with and benefit from their objectives and performances.

❖ **National job creation strategy:** - the strategy emphasized to create decent and sustainable job with special focus on women and youth. Means to achieve this is among others through expanding job opportunity alternatives; enhancing production and productivity; strengthening the rural-urban linkage and expand market opportunities; facilitating migration (domestically as well as internationally) and promoting and scaling up rural entrepreneurship.

The overall objective of the Rural Job Opportunity Creation Strategy of the Ministry of Agriculture (of May 2017) is constructed with the four pillars. These pillars are entrepreneurship/self-employment, Wage employment and labour market, national rural employment guarantee scheme, livelihood diversification. As complimentary PASIDP-II designed this job creation strategy to aligned and implement program components with these pillars.

3.1.2. Framework Approach

The Job opportunity strategy framework encompasses the following implementing approach

- ❖ **Clear Vision and Strategic Objectives:** job opportunity creation is instrumental for the realization of rural growth and transformation, while it plays pivotal role in the achievement of the program goal and objectives. Also the implementation of rural job opportunity creation strategy must follow a multi-dimensional directions, participatory, multi-sector engagement, linkages and complementary approach among all national and international entities with shared vision and strategic objectives. Therefore, program implementers, stakeholder, development partners and donors should understand and own the vision and objective of the strategy and committed for its implementation. This approach interlinks research institutes, universities, agriculture extension workers and other development partners engaged in the development in order to promote and scale up job opportunity creation in sustainable ways.
- ❖ **International support:-**To bring the strategy in to action it needs the technical and financial support and involvement of donors, foreign governments along the value chain in the program implementation, thus resources should be explored and used for the strategy implementation.
- ❖ **Putting in Place Enabling Environment:** - These activities include introducing the right legal frameworks, implementation arrangement (structures, coordination and governance) and systems (guidelines, manuals, tools, etc.).The implementation frameworks should be consistent with existing and emerging national level polices, strategies, and plans to facilitate the realization of job opportunity creation. In line with the design of the program, existing labor laws will be assessed to rationalize workers' rights (labor proclamation no.377/96). In promoting rural job creation, it will support the rural private sector through improving the enabling environment.
- ❖ **Management Information and Knowledge System:-** To realize the objective of the rural job opportunity creation strategy and PASIDP, the need to focus on information and knowledge based job opportunity creation activities is desirable. Market information is critical in job opportunity creation. Market information encompasses information for input sourcing, products and labor. The information should be gathered, analyzed, interpreted, and disseminated to the concerned actors.
- ❖ **Diversify Options Based on Demand and Supply:-** To realize the objectives of the strategy all possible options will be explored to avail critical inputs such as land, finance, technology and manpower by concerned bodies. Throughout the strategy framework and the strategies, it is necessary to consider the demand and supply side of labor market. The products and services produced through the new jobs created should be also based on demand and supply situations.
- ❖ **Capacity building:** Capacity building efforts will consider all job opportunity creation alternatives in the PASIDP program intervention areas. Capacity building training will be

provided at all level to mainstream and address all possible gaps in job opportunities. In this regard Ministry of agriculture, IFAD-PASIDP-II and other implementing actor's at all administrative level are very critical in capacitating and creating awareness for the job seekers.

3.2. Rural Job Opportunity Creation in Agricultural Sector

Not surprisingly agriculture, farming and livestock rearing are the mainstays of the rural communities (*Wellbeing and Ill-Being Dynamics in Ethiopia, WIDE*)

Apart from putting the abundant arable land under cultivation, additional labor can be absorbed by improving the productivity of existing farmlands. In addition to this, substantial employment opportunities can also be created through extended use of irrigation, use of improved seed varieties and product diversification (horticulture, fruits, vegetables, agro- forestry practices, cereals, coffee, oilseed, cotton, sugarcane, khat, cut flowers, hides, cattle, sheep, goats and apiculture , fish,).These and other activities targeting modernizing the agricultural sector will not only create new job opportunities but also attract the youth towards farm and off farm activities that utilize modern marketing and logistics services.(national job creation strategy 2017)

According to the national job creation directorate report 2018, about 64% of the total employment is created in agriculture sector. This implies that agriculture sector play indispensable contribution for job opportunity creation. In this regard the agricultural and rural development policy has played a crucial role in ensuring equitable access and benefits to rural women and youth out of the fast growing economy which the country has achieved in the first growth and transformation plan (GTP-1).

Nowadays the government of Ethiopia is committed to enhancing agricultural mechanization and increase agricultural product and productivity by applying the necessary input and technology which enables agricultural sector to generate unlimited opportunities for rural needy peoples to be employed or start their own income generation activity. This is not achieved by the government only. So it needs further collaboration with development partner. IFAD-PASIDP_II also one of from those partner that has been engaged to enhance the lively hood of rural community by developing irrigation scheme , watershed management ,capacity building , nutrition and job creation to overcome the critical challenges of government.

3.3. Components of PASIDP_II Rural Job Creation Strategies

Agriculture sector accommodate two main sources of job creation opportunity. These are increasing agricultural product and productivity and enhance employment opportunity through promoting value chain approach.

- **Increasing agricultural product and productivity:** - the National Employment Policy and Strategy (2009) recognizes the importance of promoting the on- farm and off -farm activity as a means to generate alternative opportunity and improving livelihood in rural communities. one of the strategic document objectives of PASDIP-II is improving lively hood of the community in the command area through changing the rain feed agriculture to irrigation based agriculture by provide the necessary input and technology which enables all beneficiaries to engaged in full time employment and enhance their income throughout the year. Increasing agricultural production means increasing potential commodities for agri-business and further processing activities which needs more labor and job seekers will be participating on different jobs like loading un-loading, transporting, trading, processing, harvesting, and seeding and land preparation. Generally modernizing agriculture creates more opportunities; impute supply, agricultural machinery maintenance, chemical application
- **Enhance employment opportunity through promoting value chain approach:**-current agricultural practices have very short value chain process which is limited to accommodate more jobs. It is possible to create more jobs in agriculture value chain than directly engaged agriculture practices. There for enlarging the path between each processing steps from production to distribution by applying value addition mechanisms will enhance job potentials and increase rural income diversifications. So managing these process and use for job creation will be crucial.

3.3.1. Construction of Small Scale Irrigation Schemes

The program constructs different type of small scale irrigation infrastructure such as weir, intake, spate, and micro dames, for these infrastructures it needs both labor and construction materials. Therefore unemployed and under employed peoples within the program intervention areas are engaging during the construction of SSI schemes as;

- **Mining of Construction Materials:** schemes infrastructure construction requires different materials like stone, sand and gravels. Through formulating and organizing unemployed peoples within the project area, there are options to create a job opportunities. Land less men and women and unemployed rural youth should be accessed to mine available areas

(Construction materials) with support of kebele Administrative for its legality and the technical support such as preparation of business plan and training from the programme. This mining of construction materials can be either temporary or permanent according to duration of job and the local arrangements. In some places even after construction of the PASIDP scheme unemployed people can be organized in group to supply for other infrastructures construction if there is demand. Where as in other places people engaged in mining just to supply materials for scheme construction then leave the area to look for other jobs. So these are classified permanent and temporary respectively.

- **Construction of schemes:** during infrastructure construction many daily labor are demanded for site clearing, transporting construction materials, excavation of foundation of head work and main canals, loading and unloading of materials and tools as well as the contractors who sign the overall scheme construction will give sub contract for youth enterprise comprises on different TVET Colleges and University graduates.

3.3.2. Agricultural Development

Agricultural development that focuses on year-round create job employment and improve income as well as increases availability, access and consumption of diverse, safe and nutritious foods source and sustainable agricultural systems at the heart of overcoming malnutrition and its consequences. Rural households, and particularly those who are used staple foods, may also benefit diversified and better nutrition throughout the year. Irrigation developments confirm that higher value crops, higher yields and the more intensive cultivation techniques, less risky and resilience to climate shock. Irrigation by which improvements in productivity, employment and incomes can lead to enhancement of the livelihood opportunities and sustainability of both land-owning and it needs more labor and landless youth and community can get job and reduce out migration.

The main rural job opportunities in the agricultural development components job seekers will be engaged in high value irrigation supported fruit, vegetable, pulses, spices and oil crop production, Improved seed and seedlings production, animal feed production and Soil fertility management (vermin compost) production.

The agricultural on farm activities need more labor during the pick season like sowing and harvesting can create temporary jobs for rural communities. In addition, agricultural inputs like preparing organic compost, annual crops cultural practices, vegetable and fruits seeds and seedlings production and trading are some of increasing demands. Due to this reason, the production of improved seeds and organic fertilizers would be encouraged and permanent jobs will be created to fulfil this demand.

- ❖ **High value Irrigation crop production:-** Irrigation crop production continued throughout the year and 2-3 seasonal production per year can help to engage many rural job seekers in the field that reduce unemployment. To increase irrigation supported high value crop production and to reduce under employment, using improved production technologies including proper agronomic practices, proper irrigation on farm crop water management, integrated pest management, soil fertility management, post-harvest handling and make use of improved high yield varieties is crucial. The efficiency or productivity of farmers can be improved through appropriate extension service, education, training and demonstration. So farmers who were inefficient after those services will be better producers.
- ❖ **Improved Seed production:-**The demand for improved seed is unfulfilled and the supply of improved seed especially for the production of fruits and vegetables both in time, quantity and quality is the other major problem throughout the country. Most of the farmers use local and uncertified seeds purchased from local private traders which are low in quality. Since most vegetable seeds are imported from abroad, they are untimely delivered and very expensive. Vegetable seeds produced in the country are also not enough to satisfy the demands of the farmers, thus very expensive for the smallholder farmers (*MOA National Horticultural strategy, 2017*)

The situation is especially problematic in vegetables that require high amount of seed to cover a given hectare of land. It would be a good opportunity for organized groups of farmers and rural job seekers or entrepreneurs to engage in improved seeds and seedlings production and marketing interventions. In order to have a sustainable and timely delivery of improved seeds and planting materials and thereby enhance improved seed supply. PASDIP II and relevant state holders could facilitate demonstration sites promote rural job seekers to engage in this business. At the first stage of interventions, the program provides the seed and planting material for job seekers.

Therefore promoting of unemployed rural job seekers to involve in production and distribution businesses of seeds/planting materials in annual high value crops seeds, vegetables and fruit seeds and seedlings is advisable to strength through training and capacity building. Like any other business, the seed production and distribution business should be regulated and inspected through the respective governmental organizations such as Plant Quarantine, ministry of trade and other concerned bodies at each level. Moreover, any rural job seekers involved in the production of improved seed should be certified for that particular crop.

- ❖ **Vermin compost and Vermin culture:** - Vermin composting and vermin culture offer potential to organic farming to improve soil fertility, increase production and productivity of crops. In addition it will be sources of supplemental income and opportunities to create rural job. It Can be

done year ‘round income generation through sale of worms and vermin compost or both. Even though the system is easily replicable by others once you learnt how to do it, to adopted and expand these technologies it needs due attention, collaboration and coordination with relevant stakeholders, researchers and other development agents. Facilitation, demonstration capacity building and training should be given to job seekers those who have interest to be engaged in these fields.

3.3.3. Agri - Business and Market linkage

The objective of this component is to strengthen the marketing and agribusiness of irrigation based products in the project areas. The activities are expected to result in an increase in the value and volume of (domestic or export) sales of commodities targeted by the project. Overall, the component will employ a market-led approach; i.e., an “agribusiness” designed to identify and address the constraints and market opportunities of the key value chains and stakeholders and stimulate market-led agro-enterprise, cooperative and small farmers' linkages with domestic, regional and international markets.

This component will support a range of activities designed to ensure that the beneficiaries operate in an environment that is more conducive to rural commercial development. It will finance the strengthening of farmers’ cooperatives, the development of agribusiness linkages and access to financial services. It supports improving participation, awareness, knowledge and skill and business linkages of the private business enterprises (e.g.; small farmers, cooperatives/unions, processors, wholesalers, retailers, exporters and relevant public agencies). Unlike the other components of program, support to markets and agribusiness will be largely implemented at the regional level along the commodity value chains. (Agribusiness PIM)

Along Agribusiness and market value chain there are so many activities which can be taken as sources of employment to absorb rural job seekers around the program intervention areas individually or collectively. For instance in the off-farm/non-farm sector opportunities for small business enterprises include buy and sell/retail; wood and metal workshops; tailoring and sewing; weaving and pottery, and also agro-processing (processing oils; spice products; fruit and vegetables, etc); machinery, technology; (SME in equipment and machineries; beehives); services (spare-parts, repair and maintenance) and construction works (irrigation works, water harvesting, etc). The following Agribusiness activities are some of potential activities to be exhausted to achieve the component objective and to enhance social and economic viability of the program.

In this case most of agribusiness job opportunity creation activities can be categorized in permanent employment as long as the input and output marketing process is there along the value chain. Whenever

production is there, there is a need for input provision, transporting, processing, trading and other similar intermingled activities.

- **Input Provision and Agro dealers:** - Agricultural products quality and quantity differences may be observed due to many reasons. One of the reasons is use of quality inputs and technologies. Input accessibility and affordability is also another issue which influence production and productivity of small holder farmers. This service can also accommodate some unemployed people as a means of job (by organizing youths under associations as an agro dealers and service providers) and simultaneously tackles the challenges of inputs that farmers are facing around program area.
- **Cleaning, Sorting and Grading:** - Most of the time agricultural products can be adulterated or mixed with foreign materials during and after harvest. Because of this the farmers will not able to get attractive prices. Hence, there may be a need to clean, sorting and grading the produce before trading, processing or consumption. Therefore cleaning and removing inert materials such as sand, straw and stones as well as sorting and grading assist farmers to upgrade their products meanwhile the job seekers avail jobs along the value chain.
- **Packaging:** - Prior to transportation most of agricultural products require packaging probably with jute sacks, crates (boxes or cages), bottles, or the outer material of the agricultural commodity itself in case of vegetables and fruits. Most are to supplying packaging materials is one means of job opportunity while to accomplish packing process agricultural product is another job opportunity options.
- **Transporting:** - One of agricultural marketing activity is transporting product from farm or storage to market places. This transporting of agricultural commodities from place to place can be done by trucks or pack animals. So this activity engages different job seekers like drivers and assistants, maintenance service providers, and youths with animal cart on reasonable price. The loading & un-loading activity is also another means job opportunity.
- **Agro-processing:** - The agro-processing and value adding activity is one of the means to create job opportunity in the value chain. Rather than supplying the raw agricultural product without any form and quality change, it is more feasible to process and add some value on the product. These assist producers to earn more profit from their produce. Through each value adding activity the jobless people around the program area can be absorbed in simple processing activities (dairy processing, Juice extracting, and other quality and form changes) and change their livelihood.
- **Storing:** - Storage facility is one of the facilities helping to avoid or minimize post-harvest losses. The duration of storability of agricultural products may differ from product to product. Some

products (e.g. tomatoes) have very limited storability or shelf life, while certain grains can be stored for long time. Some products also need small time just to wait transport to the seller and buyers. Hence, people facilitating in storage facility will be engaged in this activity as a means of income and job.

- **Promoting saving and accessing to Credit Service:** - As it is mentioned in the strategic framework different stakeholders like financial institutions working on saving and credit will share the commitments through provision of credits and savings promotion.

To operate any agricultural investment it needs financial resources when there is shortage of finance to buy inputs and to run the whole agribusiness transactions, there will be a need for credit services from other service providers; like banks, credit cooperatives and credit unions, multipurpose farmer cooperatives or unions, micro-finances, other traders etc. In this case through formation of family business, it is possible to solve financial problem of farmers and practically the members of that family will be engaged to job with reasonable finance trading cost.

- **Trading :-** Along the value chain of agricultural marketing buying and selling function is enormous part, which consist of searching for a supplier or buyer, searching for information on prices and buyers or sellers, negotiating prices and terms of sale, concluding contracts (when contract sales are involved), transferring the product and title to it from seller to buyer and effecting payment. So this is the large function that consumes several job needs as wholesaler, retailer, processor, and exporter and so on.

- **Risk bearing and Insurances:** - Besides production risks there is also market risks in agribusiness. The Market risk is classified into two broad categories. The first one is physical risks which is related to deterioration and the reduction in the volume and quality of the product and the causes of such risk include fire, floods, accidents during transport, extreme weather conditions such as winds, floods, excessively high or low temperature etc. The second one is market risk which occurs due to changes in value of a product as it is marketed and change in consumer taste might reduce the desirability and price of the product. So this can be field of employment and opportunity to job looking common interest groups can be engaged in the insurance sectors.

- **Market information and intelligence:-**Provision of market information and intelligence is about collecting, analyzing, interpreting and disseminating the large variety of data and information necessary to the operation of the agribusiness and market linkage. In this case the job seekers especially educated ones are able to organize themselves in order to assemble analyze and disseminate market information to the producers as well as traders living around the project areas.

- **Informal Seed multiplication and supply:** - Even though there are some governmental and non-governmental companies like Ethiopian seed enterprise, agro dealers (Ambasel) and cooperative unions and federations are engaged in seed supply, still there is improved and agricultural in put shortages especially improved horticultural seeds. This gap also will be another potential for job opportunity to start for job seekers their own business on informal seed multiplication and provision along the agri-business chain.
- **Brokering or market Agents :-** The agent as a marketing intermediary is an independent individual or company whose main role is to act as the primary selling arm of the producer and represent the producer to users and take possession of products but do not actually own them. Around the program areas the agents or the brokers are taking advantages on producers by making unfair profits from commissions or fees paid for the services they provide to the producer and users. Also they are influencing the market price on behalf of producers and traders. Assuming that brokering and intermediating is one means of job creation people can organized as legal entity and able to provide services and to be benefited mutually.
- **Informal seed Multiplication:** To solve the imbalance problem of seed demand and supply, farmers' engagement in informal seed multiplication and commercialization will be suggested. Meanwhile, this seed multiplication process can accommodate job seekers for better income and economic growth.
- **Off farm/non-farm activities:** When there is scheme construction in the program areas many people can benefited from the dual effect of economic growth. People may migrate to that place seeking for jobs on the construction. On the other hand, this can open job opportunity for small vendors, cafeteria and shop services provision, waving, seamstress, Pottery, wood work and metal work for local consumptions.

3.3.4. Watershed Management

The programme intervenes on rehabilitation and restoration of land through delineating the micro watershed which is adjacent to scheme areas. With the output of watershed management intervention activities unemployed people within the watershed can improve their income and at the same time jobs will be created for job seekers.

Among the following job creating activities within watershed components animal and fishery production; fattening of sheep, goat and cattle's; poultry production; fish production; beekeeping; silk production and marketing; forestry and agroforestry; nursery development and improved '*mirt midija*'

power saving cooking stoves production and supply are permanent means of job opportunities whereas trading of hides and skin is temporary type of jobs.

- ✚ **Animal and Fishery Production:-** Animals and fishery productions have wide category that includes cattle dairy production and processing, fattening (Cattle, sheep and goats) and provision of improved breed of animals where the situation permits. These resources have great role and their potential can be create job through the following activities:
- ✚ **Fattening of sheep, goat and cattle's:** Animal feed is indispensable input to livestock development. Hay packing, by-product processing such as molasses and production of improved feed for livestock development is a rewarding area for potential job creation. Such activities, beyond contributing for job creation, are pivotal in realizing inter-sectorial linkages and promoting environmental friendly livestock management to encouraging zero grazing in the rehabilitation and management of communal land like area closure and grazing land management; unemployed rural youth and land less people can get forage for their fatten livestock's. Through organizing the user groups of job seekers the program implementers facilitates these conducive environments to access easily the forage production communal land by giving priorities for them.
- ✚ **Poultry production:** Production of eggs and chickens, and the production and processing of chicken meat are visible business activities in many parts of the country. The national demand is unmet and will further increase. Thus, many unemployed and underemployed people in the programme area can easily engage in poultry based business and improve their income.
- ✚ **Fish production:** This area of employment has great potential with the prevailing increasing construction of small ponds. Job seekers will be organized and participated in the production of fish on the constructed pond which is the sources of income. This is not only for fishing development but also used as an alternative water sources for watershed beneficiaries.
- ✚ **Beekeeping:** In the programme area the development of different bee forage with area closure and different agro forestry have great potential in using apiculture as income and employment sources. Some of the integral parts of this intervention are production of honey, drinks made of honey, royal jelly, production of bee colonies, and raising of queen bees. Production and supply of beehives, equipment and packing are also feasible job opportunities. The job seekers also engaged in wax production and commercialization.
- ✚ **Silk production and marketing:** Ethiopia's agro-ecology is highly favorable for silk production. Raising awareness of rural job seekers and enhancing creativity and innovations can enhance job opportunities creation in silk production. In this regard, emphasis should be given to the market linkages and economies of scale to attract buyers and penetrate the market in a sustainable

manner. Jobless youth and women will participate in these business activities to generate their own income.

✚ **Hides and Skin:** This is also an important element of the livestock sector which could contribute to income and employment creation as well as enhancing industry linkages. Job opportunities in this area include collecting and supplying of raw hides and skin and delivering inputs for this purpose.

✚ **Forestry and Agro forestry:** - Forestry has great potential to create green jobs, particularly through activities such as reforestation, afforestation, agro forestry and sustainable forest management (ILO, 2011b). Many Natural resources management within watershed include land management and environmental protection activities, such as soil conservation and reforestation (Subbarao et al., 2013). This programme provides temporary employment to unemployed and low-skilled workers while building sustainable community assets and promoting environmental restoration.

Forestry and agro forestry can provide access to forest raw materials (bamboo, gums and incense); medical and industrial plants; fruit and trees seedlings, edible wild leaves, fruits, seeds and nuts, roots and tubers, mushrooms, honey and wild animal species. Such products can be critical sources of protein, vitamins and nutrient-rich supplements such as calcium and iron, and they add both flavor and nutritional value to diets.

Diversification, both of production and occupations, is often an important household strategy to minimize risks and reduce vulnerability, especially when income and production patterns are seasonal (FAO, 2012d). The majority of rural households engage in more than one occupation, diversifying activities in rural non-farm economies. In many cases it is possible to combine NWFP activities with farming by exploiting seasonal complementarities. The collection of NWFPs is also an important source of business itself because NWFPs provide food during lean seasons and in times of famine and food In addition; Sustainable forest management creates the conditions for more stable sources of income and jobs, improving the resilience of forest communities.

✚ **Nursery Development:** - The programme has been implementing multipurpose nursery development activities within the watershed. This strategy will implement on the basis of forming and organizing job seekers on those business which will be supplied for agro forestry activities and for those who are involved in fruit development. So those unemployed youth and rural landless women and men can increase their income from selling of fruit and commercial forest seedlings.

- ✚ **Improved fuel saving cooking stove (*Mirt midija*) production and supply:** landless and unemployed women and men within the programme area could involve with occupation of production and supply of improved cooking stove. Initially the programme has to be support the materials (molding, sand and cement) for them and they produce and sell improved cooking stove to improve their income.

3.4. Implementation, Monitoring and Evaluation

3.4.1. Institutional Arrangement

PASIDP II is working with different stakeholders, implementing actors and development partners. The designed strategic document to be implemented in the programme intervention areas, there should be structural and institutional arrangement to ensure intra and inter communications. The strong vertical and horizontal as well as the intra and inter sectorial collaboration and coordination is decisive to execute this strategy and to address all beneficiaries at grass root level.

The implementation and institutional arrangement of the program are briefly stated in the programme implementing manual as follows.

Implementation of the Programme will be governed by four main principles

- I. Alignment with the Federal Government of Ethiopia (GoE) systems and procedures, especially those governing public expenditure management and procurement, and Integration of Programme implementation into relevant institutions in decentralized Government structure;
- II. Greater empowerment of beneficiaries to take a leading role through their grassroots institutions in Programme implementation;
- III. Cooperation with the private agricultural service providers and various players in the priority agricultural commodity value chains; and,
- IV. Stronger partnerships and harmonization with the Government's development partners and other stakeholders in the sector.

The institutional arrangement for oversight, management and coordination of PASIDP II implementation will be built on the existing arrangement established under the PASIDP, with some adjustments to reflect new dimensions and scope of the new phase, strengthen the capacity of Programme. Implementing Agencies and build vertical and horizontal institutional linkages.

The Programme institutional arrangement for coordination will be undertaken in five levels, in accordance with the Government's decentralized structure – Federal, Regional, Zonal, Woreda and kebele level. The Ministry of Agriculture (MoA) will be the lead executing agency. The Minister of State for Natural Resources and food security will be responsible for coordinating implementation with support from the Directorate of Small Scale Irrigation. The Federal and Regional Programme Coordination Management Units established during the first phase of the Programme will continue to provide day-to-day management of PASIDP II. The MoA will ensure that adequate technical and field staff at Regional, Zonal, Woreda and Kebele levels including a critical mass of at least 3 DAs at Kebele level.

Most importantly, PASIDP II will promote farmers' involvement in decision-making within the programme. During construction of SSI scheme the programme will give priority for unemployed and under employed part of people. The job seekers accused for irrigable land along the scheme canal and the local authorities reallocates the communal and other lands to job seekers. This will be worked by consulting and participating the community, society leaders and local government administrators in the process of identification and selection of site as well as unemployed community members to be engage in a newly created job opportunities.

Specialized services providers would be recruited to build capacity in innovative areas, including the setting-up of market access alliances, the mainstreaming of climate-change innovations and conservation farming, and access to rural finance.

National level agencies, including the private sector agencies and institutions, will be encouraged to provide specialist technical and training support as required and aligned with the program component.

Currently creating job opportunity for rural youth and women is pressing issue throughout the country. To address this issue, the rural job opportunity creation directorate is established under the ministry of Agriculture in a directorate level and acting to perform job creation opportunity issues. Even though the directorate established after the designing of PASIDP-II implementation manual, the programme expects close collaboration and support from this directorate for the implementation of this strategy.

Similarly the implementation of any strategies and guidelines derived from the programme real context will be governed by this arrangement including this designed rural job opportunity strategy.

3.4.2. Capacity Building

There is a pressing demand for the public institutions to be equipped with know-how regarding project preparation, management, and evaluation and monitoring. Thus, these areas will form the basis for capacity building activity. Initially a comprehensive needs assessment should be conducted in order to

articulate capacity building areas, extent, content and application. The capacity building is one of the key activities of PASIDP II.

Since new concepts like job opportunity creations are emerging, the existing capacity is not enough to run all new coming activities but it can serve as a starting point. To make rural job opportunity creation strategy more success full in physical and human resource development, capacity building is necessary in different program components and activities for rural job seekers. Appropriate training on basic attitudinal and behavioral changes, knowledge and skill building, business skill and service development will be conducted to job seekers (direct and indirect beneficiaries) and to implementers. Capacity building training will be focuses on entrepreneurship, business plan preparation, business development service, crop and animal production, fattening, animal feed, agribusiness and market information and management, data base management, monitoring and evaluation.

There are also private agro-enterprise in the country that have opened a training centre to extend and strengthen after-sales support and services for mechanization where rural youth are trained in operating, maintaining and repairing machinery. PASIDP needs to link with these training opportunities if it wants to create rural employment creation for the youth through such cooperation initiatives.

On the other hand the physical capacity building focuses on provision of office equipment and computer hard ware and software development.

Besides training, special attention and follow up should be given for the involvement of the community and in the rural job opportunity creation activities. Awareness creation, knowledge and skill development through strategic creative thinking will be provided to initiate unemployed and underemployed rural community to engage in production and service provisions in order to deliver their responsibility towards job opportunity creation.

3.4.3. Monitoring and Evaluation (M&E)

Planning, monitoring and evaluation (M&E), management information system (MIS), knowledge management system (KMS) and reporting systems are key management tools to the efforts being made to rural job opportunities creation (*national job creation strategy2017*).

The goal of the PASIDP-II job creation monitoring and evaluation (M&E) strategy is to understand the extent to which the job creation activities would have been achieving , and ultimately will have achieved, the objectives of the program at 2023 as well as to learn from this and make decisions based on data. It responds to the recommendations of the Evaluation, which will be conducted that is based on the new action plan and that includes a results framework, monitoring plan, formal feedback mechanisms.

Generally, within the framework of this strategy, participatory monitoring and evaluation has the following main purposes: to strengthen accountability for PASDIP work; to stimulate learning and improved performance across the partnership; and to facilitate organizational decision. Monitoring and evaluation are central pillars in program's approach to results-based management (RBM) and will provide useful information about the level of impact on the community lively hood.

- ✓ **Planning:** The planning process is based on the number, nature and types of job seekers. Planning follows Temporal planning stratified by short and medium term. The first phase is short term planning which is below one year, while the second phase is medium level which is up to five years (In line with PADIP-2 phases). The planning process will be coordinated in such a way that relevant sectors especially job creation directorate, other partners will be exhaustively participated on the realistic plans. The PASIDP-II rural job creation plans and targets should also be aligned with other directorates and ministries target plan and implementation strategy.
- ✓ **Monitoring:** It is continuous assessment of the progress in terms of time, resource and quality of strategy implementation. The monitoring task needs to be jointly organized and implemented in collaboration with different stakeholders and partners, thereby learn from each other for improved quality work. The monitoring process can be conducted through field supervision and technical support. Accordingly, all institutions and partners and relevant implementing actors should engage in job creation monitoring process.
- ✓ **Evaluation:** The rural job opportunity creation process needs to be evaluated in view of addressing the limitation and challenges and scale up the learning and best practices. This evaluation process will be based on appropriate study. An evaluation system based on the study will be implemented at federal and regional levels. The system will be implemented following the approval of the Strategy by the program sponsor.
- ✓ **Reporting:** In this rural job opportunity creation strategy in every sub component all type of jobs that would be created should be are compile and repot with structure template (see annex 3)
- ✓ **Management Information System (MIS):** this strategy needs to be supported by baseline information and evidence, and should have to aligned with the PASDIP MIS and be supported by rural job opportunity creation directorate at all government administrative levels which is vital for planning and implementation purposes. The information system needs to be interlinked with other sectors to ensure quality of information, interdependence among stakeholders, avoid redundancy and ease information sharing and learning for future action. The MIS and data base management systems will be backed by proper human resource and appropriate technology. Information to be generated not only by the program but also stakeholders and partners through

monitoring and evaluation and will be documented systematically and MIS tools, analyzed, interpreted and shared to be used with relevant information users.

- ✓ **Data Base Management:** Baseline data need to be collected at all levels of the program implementation area. Job seeker data will contain unemployed and underemployed by age, sex, education, profession, job needs and available opportunities and market information. Such data will be compiled, interpreted and analyzed and will be accessible to all concerned bodies.
- ✓ **Knowledge Management System (KMS):** Following the establishment of MIS, and evidence based reporting system, knowledge management system and documentation of practices will be established. The reporting format will be designed in such a way that manifesting activity targets and achievements, identifying weaknesses, challenges and further analysis. Feed backs, experiences and best practices on job opportunity creation will be disseminated to important stakeholders, implementers and development partners to ensure accountability and learning for improvement.

4. References

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15. *PASIDP II Supervision Report 11-22 June 2018*
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17. *Rural Job Opportunity Creation Strategy by Ministry of Agriculture and Natural Resources, May 2011 EC*

5. Annex

Annex1.

Point to collect data for job creation strategy from different direction;

1. Concept of job creation (definition of job creation)as per your directorate
2. Is your directorate mainstreaming (plan and budget) the job creation strategy of the ministry? If yes, how?
3. What are the component and activities which are sources of job creation?
4. Implementation and follow up? (Implementation arrangement reporting system, M&E and feedback at different level.
5. Opportunities, challenges, solutions and lessons learnt

Annex2.

Federal Democratic Republic of Ethiopia

Participatory Small-Scale Irrigation Development Programme (PASIDP_II)

Job Created Person Report template

Name	Sex	Age	Region	Woreda	Kebele	Number of Days the employee worked (A)	Daily working Hours (B)	Total working Hours (A*B)	Daily wage (ETB) (D)	Total wage (A*D)
Total										

How to calculate Full Time employment created annually

Reporting Jobs Worksheet

Calculate Annually Hours in a Full-Time Schedule Example

- A. Determine total working hours per years = $8 \text{ hrs/days} * 5 \text{ days/week} * 52 \text{ weeks/year} = 2080$ working hours
- B. Determine total worked hours= Number of participants* daily worked hours* total number of worked days per year= $5,000 \text{ participants} * 6 \text{ hrs/day} * (5 * 52) = 7,800,000$ Total worked Hours
- C. Determine Full Time Equivalent per year= Total worked Hours per year/Total working Hours per year= $7,800,000 \text{ Total worked Hours} / 2080 \text{ working hours} = 3,750$ participants.

Annex3:

Business Plan Template (Frame) - agri-business

Name of the Scheme/cooperative

Month, Year

Contents

A. Executive Summary

- Introduce the project irrigation scheme, its geographical location, provide an overview of product and market, legal status and sector.
- Clarify the vision, objectives and aims.
- Then, depending on the reason for writing the plan, you will probably mention the rationale for the funding you are seeking –whether it is start-up funding, working capital, or for an expansion plan.(why we are looking for the loan)

B.Summary of Background

- Description of your products
- Target customer
- Outline of the business aims (SMART)
- Mention any patent, copyright, design registration
- Accreditations
- Clients
- Legal obligations, licenses, insurance

C. Business Environment

- Review your market and competitors
- Profile of your target market and analysis of demand
- Size of target market, market potential, market trends consecutive at least three years
- Potential clients, or customers –target demographically (if it is possible grouping in sex, age etc.)
- Proposed Pricing – ideally backed up by research

D. Business Background

- Analysis of your sector.
- Who are your key competitors?
- Assessments of competitors (identification of potentials)
- SWOT analysis – showing the strengths, weaknesses, opportunities and threats in the given cooperative and facing the business we are engaged.

Market SWOT Analysis

Strengths

Weaknesses

Opportunities

Threats

E. Operations

- Information about the cooperative's management team and the resources endowed
- Give details of key personnel and their roles.
- Describe important assets such as premises and equipment.
- Staffing policy –will you hire or outsource?(Describing the staff arrangement of the cooperative)

F. Go to Market Plan

- Outline your sales and marketing strategy.
- Include information on pricing
- Cost of product
- Market price
- Margin
- Route to market –internet, store, and phone?
- mention product launch dates and seasonality.

G. Investment

- Indicate details of any start-up investment,
 - Any bank loans or overdrafts
 - Set up costs
 - Equipment
 - Premises
 - Materials
 - Transport
 - Stock
 - Data on your current financial situation

H. Cash Flow Forecast

I. balance sheet

J. income statement

K. project evaluation