

Agriculture Knowledge, Learning, Documentation and Policy Project (AKLDP), Ethiopia

Agricultural Growth Programme – Agribusiness Marketing and Development Project (AMDe), Ethiopia

MID-TERM EVALUATION REPORT

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EXTERNAL MID-TERM PERFORMANCE EVALUATION REPORT

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Note on Ethiopia's administrative structure

Kebele—the smallest administrative unit in Ethiopia.

Kilil or Region—consists of a number of zones; Ethiopia comprises eight main regions.

Woreda—equivalent to a district in other countries and the second-lowest tier of local government.

Zone—consists of a number of *woredas*.

Acronyms

ACDI/ VOCA	Agricultural Cooperative Development International/Volunteer Overseas Cooperative Association
AGP	Agricultural Growth Programme of the Ministry of Agriculture
AKLDP	Agriculture Knowledge, Learning, Documentation and Policy Project
AMDe	Agribusiness and Market Development
AMSAP	Advanced Maize Seed Adoption Program
ATA	Agricultural Transformation Agency
ATVETs	Agricultural Training for Vocational Extension Trainers
CAADP	Comprehensive Africa Agriculture Development Programme
CASCADE	Capacity Building for Scaling up of Evidence-Based Best Practices in Agricultural Production in Ethiopia
CIAFS	Capacity to Improve Agriculture and Food Security
EAB	Ethiopian Apiculture Board
ECEA	Ethiopian Coffee Exporters Association
ECX	Ethiopian Commodity Exchange
EGTE	Ethiopian Grain Trade Enterprise
EHBPEA	Ethiopian Honey and Beeswax Producers and Exporters Association
EIAR	Ethiopian Institute of Agricultural Research
ENGINE	Empowering New Generations to Improve Nutrition and Economic Opportunities Ethiopia Project
FAO	Food and Agriculture Organization (UN)
FCA	Federal Cooperative Agency
FCU	Farmers Cooperative Union
FTF	Feed the Future Strategy of the United States Government
GoE	Government of Ethiopia
GRAD	Graduation with Resilience to Achieve Sustainable Development
Ha	Hectare (10,000 m ²)
LMD	Livestock Marketing Development
LOP	Life of Project
M&E	Monitoring & Evaluation
MoA	Ministry of Agriculture
MoI	Ministry of Industry
MoT	Ministry of Trade
MT	Metric Tonnes
MTE	Mid-Term Evaluation
M4	Membership, Money, Management, and Marketing Assessment
NGO	Non-governmental Organization
PC	Primary Cooperative
PIF	Policy Investment Framework
PMP	Performance Management Plan
PSNP	Productive Safety Net Programme
PRIME	Pastoralist Areas Resilience Improvement through Marketing Expansion
P4P	Purchase for Progress
RuSACCO	Rural Savings and Credit Cooperative
SLMP	Sustainable Land Management Project
SM4M	Sell More For More (a training module)
SNNPR	Southern Nations, Nationalities, and Peoples' Region
SoW	Statement of Work
USAID	United States Agency for International Development
USG	US Government
VC	Value Chain
WALN	Woman in Agribusiness Leadership Network

WASH	Water, Sanitation, and Hygiene
WFP	World Food Programme (UN)
ZoI	Zones of Influence

Executive Summary

This External Mid-Term Evaluation (MTE) of the USAID Ethiopia Mission-funded Agricultural Growth Program—Agribusiness and Market Development (AMDe) Project was carried out in two phases, November and December 2014 and January 2015. The Scope of Work was developed by USAID and addressed by a team of three consultants—an international team leader and three local consultants. During the review, the Evaluation Team visited 26 AGP *woredas* in Ethiopia's four main regions, interviewing 215 individuals from 66 organizations that included the Ministry of Agriculture (MoA)—at federal and local level—local government, industry associations, private sector businesses, Farmers Cooperative Unions (FCUs), Primary Cooperatives (PCs), smallholder farmers—men and women—and AMDe staff.

The AMDe is funded through USAID Ethiopia's Feed the Future (FTF) program with a budget of USD 50 million.¹ Launched in June 2011, the AMDe is funded for five years, with an end date of May 2016. The review findings cover the period from the launch to December 31, 2014, or three and a half years. It is planned that the AMDe will reach one million smallholder farmers. This MTE was delayed past the mid-point, with the result that the AMDe has 15 months of implementation left following the submission of the first draft report in March 2015. This is unfortunate, as the period in which adjustments can be made is rather short. For this reason, the recommendations section includes a sub-section of recommendations for a follow-on project. The AMDe is aligned with the MoA's, Agricultural Growth Program (AGP),² funded by the Government of Ethiopia (GoE) together with the World Bank, Canada, Netherlands, Spain, and the Food and Agriculture Organization of the United Nations (FAO)³ and supported technically by the Agricultural Transformation Agency (ATA).⁴ The AMDe implements AGP's Component 1, sub-component 1.3: *Market and Agribusiness Development*.

Key findings

The MTE review findings are generic and specific. At the generic level, the Evaluation Team welcomes USAID's engagement in Ethiopia's high-potential agriculture areas, including that this support is aligned with the MoA's AGP. In this way, USAID is supporting government efforts to balance development investment across Ethiopia's three main agro-ecological areas: high rainfall areas, low rainfall areas, and the pastoral lowlands. The AGP is implemented in Ethiopia's high rainfall areas, which are dependent on mono-modal *kiremt* rains⁵ and a single *meher* growing season.

Ethiopia has made substantial progress in recent years, with per capita income rising to USD 570,⁶ and 2.5 million people have been lifted out of poverty (using a poverty threshold of USD 1.25 per day). While these gains are impressive, Ethiopia remains one of the poorest countries in the world, and per capita incomes remain roughly half of the regional average USD 1,257. National per capita incomes are therefore in the ten lowest globally. Also, because of Ethiopia's high population growth, the absolute number of poor remains unchanged over the past 15 years at around 25 million.⁷

¹ USAID Ethiopia's FTF portfolio is valued at around USD 270 million over five years. It is implemented in 154 Zone of Influence *woredas* that are home to an estimated 17 million people.

² The AGP is implemented in 96 *woredas* (AGP2 will be implemented in 157 *woredas*) and structured:

Component 1—Agriculture production and commercialization, with sub-components on institutional strengthening and development, scaling-up good practice, and market and agribusiness development

Component 2—Rural Infrastructure Development and Management, with sub-components on small-scale agriculture water management and market infrastructure development. The project is led by a Coordination Unit at federal and regional levels and is guided by Steering and Technical Committees.

³ The AGP is estimated to cost about USD 265 million, of which USAID provides 19 percent through AMDe and Livestock Marketing Development (LMD) projects.

⁴ The ATA—Agricultural Transformation Agency, www.ata.gov.et.

⁵ The single *kiremt* rains of June to September and the associated *meher* growing season.

⁶ International Monetary Fund 2014.

⁷ Poverty and Growth in Ethiopia (1995–2011), Ministry of Finance and Economic Development, 2013.

The agriculture sector plays a central role in the Ethiopian economy—45 percent of total output and 80 percent of all exports—and the lives and livelihoods of an estimated 13 million smallholder farmer and pastoral households, or nearly 80 percent of the national workforce. Agriculture growth rates over a decade have been impressive,⁸ and the result is more land being farmed and increases in productivity per farmed area. Productivity increases are the result of public investment⁹—inputs, roads, agriculture extension—and public policy reform related to land tenure. Despite the progress made, more will need to be done to strengthen the capacity of Ethiopia’s extension services, build stronger links between research institutions and farmers, and improve access to inputs—seeds, fertilizers and agro-chemicals for plant protection. There are also both infrastructure and policy-related challenges in agriculture marketing. Finally, despite the increase in the amount of land under some form of irrigation,¹⁰ Ethiopian agriculture is primarily rain-fed and therefore subject to the vagaries of the weather.

The AMDe was launched in June 2011 and became fully operational in 2012. The AMDe has therefore been operational for the 2012, 2013, and 2014 *meher* seasons. Within these three seasons and therefore learning cycles, the Evaluation Team finds the AMDe has performed exceptionally well in some areas, less well in others, and has yet to address some issues that are of importance. Progress in each of these areas is presented in this Mid-Term Evaluation. Overall, the Evaluation Team finds the AMDe has performed well and has the potential to achieve “high performance” over time. This is impressive, within the relatively short period of implementation and Ethiopia’s diverse and complex agro-ecology, farming systems, and agriculture sector institutional and policy environment. The Evaluation Team finds it of strategic importance for USAID to fund a follow-on phase.

To accelerate learning, analysis, and documentation and identify evidence-based good practice that can be taken to scale, the Evaluation Team finds that the FTF ZoI should be smaller and more focused and that AMDe interventions should be better supported by other USAID programs—social protection, WASH, nutrition, health, and education. Implemented as it is, the Evaluation Team finds it unlikely the AMDe will make a significant contribution to FTF’s poverty and stunting reduction objectives. The Evaluation Team also finds the AMDe could do much more to target smallholder farmers with holdings of one hectare or less and women in agriculture—both women-headed households and women in male-headed households—and in this way make an increased contribution to meeting FTF outcomes.

Finally, in this overview section, the Evaluation Team finds that USAID could have exercised stronger leadership to contextualize FTF indicators to Ethiopia’s agriculture sector and agro-ecology. This was not done, with the result that AMDe staff has wasted considerable time and resources monitoring and reporting on rather meaningless indicators, e.g., gross margins per hectare, value of incremental sales, and number of hectares under improved management. Importantly also, FTF does not require the monitoring of a control group, with the result that attribution is unclear.¹¹

Moving to the specific, the Evaluation Team presents its findings under the questions in the SoW.

Key Question 1: To what extent is the AMDe Project progressing against planned objectives as outlined in its performance management plan and work plan?

As mentioned, the Evaluation Team finds some of the FTF indicators rather meaningless. For this reason, progress reported in this section should not be interpreted as a statement of AMDe’s overall performance but rather progress against the current indicators.

⁸ Official figures record agriculture growth rates of around 8 percent.

⁹ Ethiopia is investing an estimated 16 percent of its national budget in agriculture and has therefore exceeded the CAADP investment target of 10 percent. A considerable proportion of this investment is through the Productive Safety Net Programme.

¹⁰ Estimated by the MoA to be around two million hectares, or 16 percent of total cultivated land although a considerable proportion is allocated to sugar.

¹¹ USAID confirms that an end-of-project evaluation is planned. While this is welcomed, the Evaluation Team considers statistically significant impacts unlikely in the relatively modest period of AMDe implementation.

Result 1: Improved Competitiveness of the Value Chains

For Result 1, the AMDe tracks 13 indicators with progress recorded by value chain. The Evaluation Team finds that 21 percent of the value chain-related targets have been fully achieved, 20 percent are very likely to be achieved, 14 percent are likely to be achieved with focused additional support, and 45 percent are thought unlikely to be achieved. For example:

- The number of hectares under new technology (indicator #1) against LOP targets across all crop-based value chains is low. This said, LOP targets are modest, e.g., the target for wheat is 12,000 ha, and these LOP targets may well be achieved through the cumulative effect of AMDe funding in seed, fertilizer, and equipment.
- The numbers of farmers benefiting from access to new technology—seed, fertilizer, and training—(indicator #3) against LOP targets are variable. For example, the number of beneficiary farmers in the coffee and sesame value chains has been achieved; the number of farmers in the maize value chains is 57 percent of the LOP target and may be achieved; but it is unlikely the number of farmers for the wheat, chickpeas, and honey value chains will be met.
- The increased value of improved productivity and production (indicator #4) appears to be progressing well, but contrasts with progress reported under indicator #1. As the two indicators are linked—the number of hectares under improved management contributes to increased productivity—the progress reported will need to be reviewed.
- The value of incremental sales (indicator #6) is 96 percent of the LOP target and is likely to be exceeded.
- The value of exports (indicator #10) is 62 percent of the LOP target and may be met.

Result 2: Improved Access to Finance and Investment

Specifically:

- The value of agricultural and rural loans target (indicator #14) has been exceeded.
- The number of clients benefitting from financial services (indicator #18) is 60 percent of the LOP target and may be met.

Result 3: Improved Enabling Environment

For example:

- The seven policies/regulations/administrative procedures targets are progressing:
 - Stage 1: Analyzed (seven targets met)
 - Stage 2: Drafted and presented for public/stakeholder consultation (four targets met)
 - Stage 3: Presented for legislation/decreed (two targets met)
 - Stage 4: Passed/approved (two targets met)
 - Stage 5: Passed for which implementation has started (zero targets met)

The Evaluation Team finds the process associated with the selection of the seven policy issues to be robust, including the engagement of multi-sectoral platforms. However, the Evaluation Team is concerned that some of the selected policy targets appear to duplicate policy change to which the MoA is already committed through the Agriculture Sector Policy Investment Framework (2010–2020), while others appear overly optimistic. The Evaluation Team also finds that FTF policy work could have been better coordinated.

Result 4: Stimulate Innovation and Investment

For example:

- The AMDe has disbursed USD 11.6 of the planned LOP target of USD 14.2 million (indicator #22) and is therefore well on track to meet the LOP target.

Key Question 2: To what extent has this project contributed to gender equity in terms of access to credit, capacity-building support, improved inputs and technologies resulting in an increase in sales of agricultural commodities? Are there evidences supporting positive changes in the aforementioned areas?

The AMDe launched the *Women in Agribusiness Leadership Network (WALN)*¹² in 2014 and in the same year launched a women membership drive with the FCA resulting in an additional 78,000 members (not all new). As recommended by the AMDe behavior change implementing partner, the membership drive was supported by small incentives. While respecting the value of this approach, the Evaluation Team finds the continued use of incentives to be unsustainable. The Evaluation Team however finds both of these interventions to be very positive.

The Evaluation Team finds that USAID gave inadequate attention to gender in the AMDe design phase, as four of the original five value chains¹³ have a strong export focus. While the importance of increasing agriculture exports is recognized as a national priority, the Evaluation Team is reminded that FTF funding has clear poverty and under-nutrition reduction development objectives and therefore that FTF implementing partners are required to address poverty reduction, including through gender equity and women empowerment approaches. The Evaluation Team finds that USAID might have given more consideration to the fact that the agriculture export sector is dominated by men and that increased emphasis could therefore have been given to value chain development for domestic markets and thus to women smallholders, traders, and agro-processors. USAID also did not designate specific funds to support a strong gender equity component.

Key Question 3: What has been AMDe’s contribution to the improvement of nutritional status of women and children? What is the evidence?

Stunting levels in Ethiopia, including in AGP *woredas*, are among the highest in the world and, as mentioned, accelerated stunting reduction is one of two FTF development objectives. This said, nutrition was not part of the original design and nutrition targets were “bolted-on” during AMDe’s first year of implementation. It is perhaps not surprising that progress on nutrition is mixed: on the one hand, AMDe has contributed to improved nutrition outcomes through the chickpea value chain development and launch of three chickpea *shiro* (a local sauce) products;¹⁴ on the other hand, the nutrition cascade training¹⁵ appears to have achieved little that will be sustained after the life of the project.

Therefore, the Evaluation Team finds that agribusiness and market development projects offer few real opportunities to contribute to improved nutrition outcomes, as opportunities for nutrition-sensitive agriculture are minimal unless they are an integral part of the design phase and linked to a well-funded and supported agriculture sector production and productivity component.

Key Question 4: What is the impact of the resources spent (financial and human) and performance per value chain? What is the relative value generated in terms of productivity and income increase, employment generation per value chain to resources spent? Which value chains have the highest returns per dollar spent?

The AMDe monitoring appears weak and at times progress reports lack consistency and rigor. As some of the data sets lacked consistency and USAID had conducted its own “Cost Benefit Analysis” study across FTF value chains in 2014 that provided a performance ranking, the Evaluation Team did not address this question in detail.¹⁶ In order to address this question fully, the AMDe will need to complete a data cleaning and verification exercise.

¹² The network has received national recognition through the January 2015 National Conference that was attended by more than 100 women entrepreneurs.

¹³ USAID added the chickpea value chain in the first year of implementation.

¹⁴ Through GUTS Agro-Industry.

¹⁵ The cascade training was supported with nutrition training posters, training manuals, a cookbook, and other materials, which have been used by other projects.

¹⁶ It may be that USAID’s Data Quality Assessment (DQA) team could help address the issue of data consistency. However, to address the issue of rigor and impact, mention has been made of the need to undertake more detailed studies that include control groups.

Key Question 5: Which among the following AMDe’s partnerships have been the most effective in terms of their collaboration and coordination to implement AGP-AMDe? Which ones have been the least effective? In both cases, what is contributing to these partnerships’ success and challenges?

The AMDe works with an impressive range of stakeholders: MoA/regional Bureaus of Agriculture, Ministry of Trade (MoT), ATA, Federal and Regional Cooperative Agencies (FCA/RCA), Ethiopian Institute of Agriculture Research (EIAR) and Industry Associations.¹⁷ The AMDe also works effectively with private sector organizations, international and local NGOs, and other FTF implementing partners.

The Evaluation Team finds that the AMDe’s strongest partnerships are with the MoA/regional Bureau of Agriculture BoA AGP, ATA, FCA/RCA, and MoT Export Promotion Directorate with which it shares a common vision for agribusiness development and the associated growth of cooperatives. At an operational level, the AMDe annual work plans are reviewed and endorsed by regional and federal AGP Technical Committees. In addition, USAID, ATA, and AMDe have forged a tripartite coordination plan with assigned activity focal points. Although AMDe is developing effective partnerships, the Evaluation Team finds that it will take time before USAID and AMDe play a full and central role in AGP decision-making. In part, this can be attributed to organizational differences—donor-government, culture, and salary and related incentive structures. The Evaluation Team also recognizes challenges associated with USAID’s parallel funding arrangement to the pooled AGP fund. While recognizing the challenges, the Evaluation Team also finds that parallel funding offers opportunities for innovation and the identification of emerging good practice that can inform AGP planning and operations. This has already happened within the context of AMDe and other FTF projects.¹⁸

Ethiopia’s cooperative movement aggregates and markets less than 10 percent of Ethiopia’s cereals,¹⁹ with small-scale private sector traders playing the major role in cereal aggregation, transport, marketing, and processing. While the AMDe works well with industry associations and some 500 private sector actors, commercial farmers, service providers, traders, and processors, the Evaluation Team finds that, in order to address long-term issues of sustainability, the AMDe will need to achieve a better balance of support between cooperatives and private sector actors, with a particular emphasis on small- and medium-sized businesses.²⁰

The Evaluation Team finds the AMDe works well with other FTF implementing partners at federal and regional levels, but as the AMDe deploys few field staff at *woreda* level, the quality of partnership inevitably tails off at *woreda* and community level. The Evaluation Team however finds that USAID could have done more to forge a coordinated and better-integrated FTF portfolio, including that where possible USAID implementing partners support the same communities, and the opportunity for synergy is maximized.

Key Question 6: Which of the components and/or project activities can easily be scaled up in the future based on measurable, practical, and sustainable results?

The AMDe is well established in the four AGP regions and across the six value chains. In view of the AMDe’s strong marketing focus, the Evaluation Team also finds that the project is doing important and strategic work to address productivity issues through its improved seeds, blended fertilizers, and crop protection work that is supportive of other AGP sub-components.

The Evaluation Team finds AMDe’s training and capacity-building work on post-harvest management (threshing, winnowing, cleaning, storage, and pest control), aggregation, and the marketing of agricultural surpluses to be of primary importance, in particular where the

¹⁷ Ethiopia Apiculture Board, Ethiopia Honey and Beeswax Producers and Exporters Association, Ethiopia Pulses Oil Seeds and Spices Processors and Exporters Association, and the Ethiopia Coffee Exporters Association.

¹⁸ Engine—mainstreaming approaches in nutrition and GRAD—mainstreaming village savings and loans approaches.

¹⁹ Cereals account for more than 60 percent of all arable cropping in Ethiopia.

²⁰ The AMDe points out that cooperative membership can help smallholders with access to inputs, information, training, and finance and that the government is committed to increase the effectiveness and marketing and capacity of cooperatives. The AMDe also notes its M4 Capacity Assessment carried out in summer 2014 documented increased capacity in half the cooperative unions.

beneficiaries are poorer smallholder farmers—with less than one ha—and therefore planned FTF beneficiaries. The Evaluation Team is also informed by lessons learned by the AGP that one-off, short-term training has limited impact.²¹ Learning from this, the AMDe should review its training and capacity-building work and channel resources to fewer PCs, FCUs,²² and private sector partners in order that all trainings can be supported by follow-up visits, impact assessments, and, as appropriate, refresher training.

The Evaluation Team learned that cereal, honey, and some pulse prices are typically higher in Ethiopia than on the international markets.²³ While recognizing that increasing agriculture exports is a national priority, the Evaluation Team is concerned that AMDe's focus on exports may well ultimately benefit larger commercial farmers more than the smaller and poorer farmers who are FTF primary planned beneficiaries. The Evaluation Team therefore finds that additional consideration could be given to developing value chains for domestic markets, which are more accessible to poorer smallholders and PCUs, as they obviate the need for achieving export standard production, aggregation, cleaning, and marketing.

The Evaluation Team finds that AMDe business management training support for cooperatives to be effective, in particular where it is integrated into broader capacity-building work. The Evaluation Team also finds this work could be mainstreamed through the Ardaita Cooperative ATVET,²⁴ Oromia Region, which provides similar training and capacity-building support to PCs and FCUs in that part of Oromia. By partnering with Ardaita—including as appropriate the AMDe investing further in capacity building of Ardaita itself—the AMDe can minimize duplication and address sustainability issues.²⁵

The Evaluation Team finds that AMDe's grant work is widely appreciated. Grants have supported the construction of Ethiopia's first blended fertilizer plant, warehouses, and improved input supply. The Evaluation Team finds that the grant work should be continued, with an increased focus on small- and medium-sized businesses. The Evaluation Team has learned that the AMDe support to FCUs for warehouse construction has been replicated and that it is proposed that the AGP2 will construct 135 additional warehouses, storage, and grading facilities.²⁶ The Evaluation Team finds that the AMDe should complete its existing commitments and thereafter disengage from funding warehouse construction.

The Evaluation Team recognizes the AMDe's support to cooperatives to improve credit ratings and secure loans from banks and Rural Savings and Credit Cooperatives (RuSACCOs). The AMDe is supporting World Food Programme's (WFP) P4P initiative through the delivery of 32,898 mt of maize from 13 FCUs. The Evaluation Team finds this a positive intervention, as maize farm gate prices are volatile. To address the issues of volatility sustainably, however, the Evaluation Team finds that AMDe's maize marketing support for small- and medium-sized private sector traders should be continued.

Key Question 7: Given the findings above, does the Project have the right balance of staff and funding? Is there an appropriate balance between the resources (staff and budget), their management, and the activities the project intends to accomplish?

The AMDe employs 81 full-time staff and 19 part-time or pooled staff (64 men and 36 women). The pooled staff includes the Deputy Chief of Party Operations and senior finance, HR, administration, and support staff who are shared with other ACDI/VOCA projects (AMDe funds 70 percent of these staff salaries). The Evaluation Team finds the relationship between AMDe and some of the pooled staff is unclear and would benefit from clarification.

²¹ World Bank, 2015.

²² Perhaps as few as 50 FCUs.

²³ The price of wheat, for example, in Ethiopia at the time of the MTE was nearly twice world prices. The domestic price of honey was also considerably higher than the price on the world market.

²⁴ The Cooperative Sector Development Strategy (FCA, 2012), developed with the support of ATA, identifies Ardaita as a potential "center of excellence" for cooperative development. While not centrally located, it is planned that the center will establish branches in other regions and operate as a "college without walls."

²⁵ During the Evaluation Team's visit to Ardaita, it was learned that the AMDe had visited once but without follow-up.

²⁶ World Bank, 2015.

Almost half of the AMDe's staff is based in Addis Ababa.²⁷ In order to consolidate progress and ensure sustainability, increased attention needs to be given to staff AMDe's work in the regions.

Recommendations

Recommendation for Result 1

#1: *The AMDe continues to work on the six value chains in order not to disrupt project implementation during the remainder of the project, but gives increased focus to incomplete Results:*

- *Wheat—productivity and value addition through processing*
- *Maize—productivity, including open pollinated varieties, improved post-harvest handling, cleaning, storage, and diversifying domestic market outlets*
- *Coffee—post-harvest loss reduction and quality standards*
- *Sesame—post-harvest loss reduction and processing*
- *Chickpeas—domestic and niche markets (Sudan, for example) for the currently used varieties*
- *Honey—production and productivity through the distribution of improved equipment, including modern beehives and training and equipping of beekeepers and new beekeepers*

Recommendation for Result 2

#2: *Continue and strengthen AMDe's engagement in agriculture sector finance, in particular capacity building for cooperatives and small-scale private businesses to develop business plans,²⁸ negotiate with banks, and improve accounting and auditing systems, but with a focus on fewer partners.*

Recommendation for Result 3

#3: *Recognize the need to work more closely with other FTF implementing partners including the AKLDP.²⁹ With FTF partners, forge a common, integrated, and coordinated approach to agriculture sector policy work.*

Recommendation for Result 4

#4: *Reduce the focus on grants for new partners and consolidate the capacity of existing partners to improve impact and sustainability.*

Recommendations for gender equity

#5: *Continue to support women empowerment, including women membership of cooperatives—though discontinue the use of incentives—and WALN, with increased emphasis on women-led family agribusinesses in the regions. Set aside funding for gender equity work.*

#6: *Document AMDe's work with women in Tigray and SNNP Regions and share with FTF projects within and beyond Ethiopia.*

Recommendation for nutrition

#7: *Hand over the nutrition work to ENGINE.*

Recommendations for improved collaboration

#8: *Continue to strengthen partnerships with key stakeholders, in particular regional BoA AGP teams, ATA Agriculture Commercialization Clusters, and Regional Cooperative and Industry Association Offices to accelerate training and capacity building of regional, zonal, and woreda*

²⁷ This figure includes AMDe's Oromia Region staff who are based in Addis, as their regional counterparts in the Oromia Bureau of Agriculture are based in Addis.

²⁸ The business plans prepared jointly by FCUs and AMDe are of a high quality. For example, the Sidama Elto FCU business plan secured loans of Eth Birr 7.6 million in 2013, Eth Birr 14.4 million in 2014, and Eth Birr 6.35 million in 2015.

²⁹ The AKLDP project provides agriculture knowledge, learning, and policy support to USAID's FTF portfolio.

staff in agriculture marketing that includes components on the private sector and its potential role in transforming Ethiopian agriculture. Ensure that all training and capacity building is focused and an integral part of a holistic capacity-building approach.

#9: Collaborate with ATA and Federal Cooperative Agency (FCA) to develop a single PC/FCU Certification system that integrates and harmonizes accreditation criteria.

Recommendations for scaling up

#10: Support the MoA and ATA to improve productivity through the improved distribution of certified seeds (with a minimum 60 percent open pollinated varieties), blended fertilizer, credit, and extension support.

#11: Continue to support the WFP-P4P initiative but continue to strengthen and develop links between smallholder farmer groups and responsible private sector traders.

Recommendations for management

#12: Recruit an organizational change expert to reorientate AMDe staffing, specifically increased support for: farmer level production and productivity;³⁰ domestic market development; and gender. Clarify the responsibilities of the AMDe and ACDI/VOCA pooled staff and as appropriate move staff to the regions.

#13: Recruit an M&E specialist to improve AMDe M&E capacity. Ensure all project data are cleaned and that increased consideration is given to project outcomes and attribution, ahead of the final evaluation.

#14: Strengthen AMDe's capacity development work to 15 percent of the Year 5 project budget to build the capacity of priority PCs and FCUs and better equip them to continue work started with AMDe. To support this reorientation, complete all warehouse construction-related commitments and subsequently disengage from warehouse construction.

#15: Include representatives from the MoA and possibly the MoT and MoI in the final evaluation.

General recommendations for a follow-on project

The Evaluation Team recommends that USAID provide follow-on funding for a minimum of another five years and therefore welcomes USAID's commitment to fund AGP Component 4: Agriculture Marketing and Value Chains, sub-component d—strengthening of selected livestock and crop value chains. While welcoming this commitment, the Evaluation Team recommends that USAID support for AGP be more focused to achieve FTF development objectives; specifically that a follow-on program operate in a smaller ZoI and with fewer partners. Within these ZoI, it is recommended that, in addition to continuing to support agriculture marketing, significant increased emphasis is given to: smallholders with holdings of less than one hectare—perhaps 70 percent of planned project beneficiaries; sustainable agriculture production and productivity, including soil health, land management, and land tenure; women in agriculture—women-headed and women in male-headed households; and the private sector, in particular small- and medium-sized businesses. In addition, the Evaluation Team recommends that USAID provide better layered and sequenced support within its ZoI, including social protection, WASH, nutrition, health, and education, and that, through this integrated and coordinated approach, USAID play a lead role in poverty and stunting reduction that will be replicated by others.

The Evaluation Team finds that USAID should exercise increased leadership to contextualize global FTF indicators and guide FTF implementing partners to key indicators that will track progress to address Ethiopia's poverty and stunting challenges.

Specific recommendations for a follow-on project include:

#16: Re-orientate the value chains: hand off coffee and wheat to the industry associations and other development partners, including as appropriate the EU, a USAID-funded innovation lab

³⁰ The Evaluation Team is keen to see that the USAID Ethiopia Mission strengthens its support of production and productivity and therefore achieves a more balanced agriculture sector portfolio. The Evaluation Team is of the view that the Mission is at present too market-focused.

project holder, and ATA; build a more integrated approach to cereal value chains that includes maize,³¹ malt barley, and sorghum—grown by large numbers of poorer smallholders; expand the honey value chain—assisting larger numbers of poor women with little or no land; and integrate chickpeas into a legumes/pulses value chain for domestic markets—legumes offer important soil health and nutrition outcomes. USAID could therefore support the following value chains:

- *Cereals—maize, malt barley, and sorghum*
- *Honey—for domestic markets (with an emphasis on women)*
- *Legumes—for domestic markets*

#17: *Ensure that capacity building, institutional development, and gender are key components of a follow-on project, are appropriately funded, and are delivered within a holistic capacity-building approach.*

#18: *Reduce managerial complexity—sub-contract the productivity, value chain development, aggregation, and domestic market development components to specialist NGOs with a proven track record in Ethiopia. The project holder can then better focus on management, coordination, monitoring (data collection, collation, analysis, documentation), learning and championing evidence-based good practice, including with AGP2. The follow-on project would be expected to leave Ethiopian institutes, organizations, and businesses better equipped to lead the transformation process of Ethiopian agriculture.*

³¹ With a focus on open pollinated varieties.

1. Introduction

1.1 Ethiopia's agriculture sector

Ethiopia has made substantial progress in recent years, with per capita income rising to USD 570.¹ Two and a half million people have been lifted out of poverty (using a poverty line of USD 1.25 per day). While this progress is impressive, Ethiopia remains one of the poorest countries in world; per capita incomes are roughly half the regional average of USD 1,257 and amongst the ten lowest internationally. As a result of Ethiopia's high population growth, the absolute number of poor remains unchanged over the past 15 years at about 25 million² despite concerted efforts to reduce this number.

The agriculture sector continues to play a central role in the Ethiopian economy—45 percent of total output and 80 percent of all exports³—and the lives and livelihoods of an estimated 13 million smallholder farmer and pastoral households, which is nearly 80 percent of all employment.⁴ Ethiopian agriculture can be characterized under three broad rainfall regimes: high rainfall, moderate rainfall, and the pastoral lowlands. The AGP *woredas* are concentrated in the high rainfall belt of western Ethiopia and are primarily dependent on the *kiremt* rains of June to September and the associated single *meher* growing season. The principal crops include: cereals, pulses, oilseeds, coffee, roots, and tubers—potatoes, sweet potatoes, cassava, other vegetables, and sugarcane. Growth rates of all crops have been impressive over the last decade, due to a combination of more land being farmed⁵ and increases in productivity per farmed area. Productivity increases are primarily the result of public investment, which is 16 percent of the national budget and considerably more than the CAADP-recommended 10 percent benchmark.⁶ Investment has resulted in improved access to inputs, rural roads, expanded agriculture extension services, and policy reform, including certification of land holdings.

Despite the impressive level of investment, more needs to be done to increase the capacity of the extension services, including to work across different agro-ecological zones and to strengthen the link between research institutions and farmers.⁷ Progress also needs to be made towards improving smallholder farmer access to inputs—seeds,⁸ fertilizers, and agro-chemicals for plant protection—including opening up new distribution networks through small agribusiness dealers that will address the current over-dependence on cooperatives. It is also widely recognized that there are challenges to marketing that relate to poor market infrastructure—aggregation and storage and market centers—and trade policy issues related to both domestic and export markets. Finally in this section, despite the increase in the amount of land under some form of irrigation,⁹ Ethiopian agriculture is primarily rain-fed and therefore subject to the vagaries of the weather.

1.2 Feed the Future and AMDe in Context

Informed by the Growth and Transformation Plan, 2010–2015 (GTP),¹⁰ the MoA launched the Policy and Investment Framework (PIF) 2010–2020.¹¹ The Agriculture Growth Program (AGP) was launched as a “flagship” project in 2010 to increase agricultural productivity and market performance of selected crop and livestock value chains in 96 high-growth *woredas* in Amhara,

¹ International Monetary Fund 2014.

² Poverty and Growth in Ethiopia (1995–2011), Ministry of Finance and Economic Development, 2013.

³ Agriculture exports include coffee, oilseeds, some pulses, and livestock.

⁴ AGP Project Appraisal Document, September 2010, World Bank.

⁵ Large areas of communal grazing have been put to the plough in recent years.

⁶ The PSNP is, however, the largest-funded government program, and most of the investment is in the form of food and cash payments.

⁷ Some universities now require MSc students to undertake action research with smallholders in the vicinity.

⁸ In particular, certified seed of the crops and varieties that they prefer and are appropriate for their holdings and farming systems.

⁹ Estimated by the Ministry of Agriculture to be around two million hectares or 16 percent of total cultivated land (although a considerable proportion is allocated to sugar).

¹⁰ Growth and Transformation Plan, 2010/11–2014/15, Federal Democratic Republic of Ethiopia.

¹¹ Agriculture Sector Policy Investment Framework, 2010–2020, Ministry of Agriculture.

Oromia, SNNP, and Tigray Regions. The AGP is funded by the GoE, World Bank, and bilateral development partners—Canada, Netherlands, Spain, and FAO. The AGP is also technically supported by the ATA.

The US Government's FTF program in Ethiopia is valued at USD 270 million.¹² FTF's development objective is to increase economic growth with resiliency in rural areas, specifically to reduce sustainably poverty¹³ and hunger¹⁴ through improvements in food availability, access, and utilization. A FTF implementing partner, the AMDe is aligned with the AGP and supports the implementation of AGP sub-component 1.3: *Market and Agribusiness Development*. The AMDe was funded in June 2011 for a period of five years to July 2016, with a budget of USD 50 million. It was planned that the AMDe benefit a total of one million farmers.

The AMDe development goal is: *sustainably reduce poverty and hunger by improving the productivity and competitiveness of agricultural value chains that offer jobs and income activities for rural households*.¹⁵ AMDe's work is structured around improving the competitiveness of six value chains: maize, wheat, sesame, coffee, honey, and chickpeas¹⁶ through technical and managerial assistance, increased access to finance, and private sector investment. AMDe partners with 2,554 PCs and 251 FCUs, with a total membership of 1.9 million.

The project design included a 12-month *Inception Phase* during which time ACDI/VOCA¹⁷ hired staff, established offices in each of the AGP regions, refined the implementation strategy, and developed detailed work plans. The AMDe submitted its first annual work plan in November 2011. The result of an iterative process, the first work plan was approved by USAID in May 2012. Follow-on plans were submitted and accepted without revision in October 2012, July 2013, and July 2014. The AMDe has therefore been operational for three agriculture cycles and is about to enter the fourth.

1.3 The Mid-Term Evaluation

This Mid-Term Evaluation (MTE) is delayed well past the mid-term point. The draft report was submitted in March 2015 at a time when the AMDe had 15 months of implementation remaining.¹⁸ While therefore the primary purpose of this MTE is to assess project performance and recommend adjustments during the life of the project, the SoW (see Annex 1) also requires the Evaluation Team to offer recommendations to inform the design of a follow-on project. The full list of questions includes the following:

1. To what extent is the AMDe project progressing against planned objectives as outlined in its performance management plan (PMP) and work plan?
2. To what extent has this project contributed to gender equity in terms of access to credit, capacity-building support, improved inputs, and technologies, resulting in an increase in sales of agricultural commodities? Are there evidences supporting positive changes in these areas?
3. What has been AMDe's contribution to the improvement of nutritional status of women and children?
4. What is the impact of the resources spent and performance per value chain? What is the relative value generated in terms of productivity and income increase, employment generation per value chain to resources spent? Which value chains have the highest returns per dollar spent?
5. Which among the AMDe's partnerships have been the most effective in terms of their collaboration and coordination to implement AGP-AMDe? Which have been the least

¹² Eighty-five percent of the investment is, however, in five main projects: two implemented in AGP *woredas*, one in pastoral areas, one in PSNP *woredas*, and one a specialist nutrition project.

¹³ To reduce household poverty by 30 percent in the Zone of Influence within five years.

¹⁴ To reduce stunting by 20 percent in the Zone of Influence within five years.

¹⁵ Task Order AID 663 TO 11-00003.

¹⁶ This was added in Year One of implementation by USAID as PepsiCo expressed interest in purchasing chickpeas from Ethiopia. This in fact did not happen.

¹⁷ The PRIME implementing agency.

¹⁸ The project will close out in May 2016.

effective? In both cases, what is contributing to these partnerships' success and challenges?

6. Which of the components and/or project activities can easily be scaled up in the future based on measurable, practical, and sustainable results?
7. Given the findings to these questions, does the Project have the right balance of staff and funding? Is there an appropriate balance between staff and budget, their management, and the activities the project intends to accomplish?

1.4 Methodology

The Evaluation Team comprised a Team Leader and three local consultants¹⁹ (see Annex 2—Team CVs) and carried out the MTE in two phases, mid-November to mid-December 2014 and January 2015. The team was briefed by the AKLDP team and USAID in the first week of the mission. The Evaluation Team's work plan, also presented for discussion in these meetings, was approved by USAID (see Annex 4). The Evaluation Team reviewed key documents, including the project proposal and monitoring and other major reports (see Annex 5 – Bibliography). The Evaluation Team also visited 26 *woredas* in AGP regions, interviewed 215 informants from 66 organizations including farmer organizations, primary cooperatives, farmer cooperative unions, partner organizations, industry associations, and the private sector (see Annex 6). Interviews were structured using a guideline developed by the Evaluation Team (see Annex 7).

Limitations

Despite its efforts—the review of a large amount of project information and interviewing more than 200 informants—the Evaluation Team recognizes its limitations. For example, time did not allow for a detailed comparative study between beneficiary and non-beneficiary households, and therefore issues of impact and attribution have not been adequately addressed. Time constraints also resulted in bias to stakeholders and activities that were accessible by all-weather roads. The shortcomings aside, the Evaluation Team is confident that the findings and recommendation are useful both in the short term and the design of a follow-on project.

2. Evaluation Findings

The MTE review findings are generic and specific. At the generic level, the Evaluation Team welcomes USAID's engagement in Ethiopia's high potential agriculture areas, including that this support is aligned with the MoA's AGP. In this way, USAID is supporting government efforts to balance development investment across Ethiopia's three main agro-ecological areas: high rainfall areas, low rainfall areas, and the pastoral lowlands. The AGP is implemented in Ethiopia's high rainfall areas, which are dependent on mono-modal *kiremt* rains²⁰ and a single *meher* growing season.

The AMDe was launched in June 2011 and became fully operational in 2012. The AMDe has therefore been operational for the 2012, 2013, and 2014 *meher* seasons. Within these three seasons and therefore learning cycles, the Evaluation Team finds the AMDe has performed exceptionally well in some areas, less well in others, and has yet to address some issues that are of importance. Progress in each of these areas is presented in this Mid-Term Evaluation. Overall, the Evaluation Team finds the AMDe has performed well and has the potential to achieve "high performance" over time. This is impressive, within the relatively short period of implementation and Ethiopia's diverse and complex agro-ecology, farming systems, and agriculture sector institutional and policy environment. The Evaluation Team finds it of strategic importance for USAID to fund a follow-on phase.

To accelerate learning, analysis, and documentation and identify evidence-based good practice that can be taken to scale, the Evaluation Team finds that the FTF ZoI should be smaller and more focused and that AMDe interventions should be better supported by other USAID programs—social protection, WASH, nutrition, health, and education. Implemented as it is, the

¹⁹ John Fox, together with Dr. Nigussie Alemayehu, Dr. Amare Ghizaw, and Dr. Amdissa Teshome.

²⁰ The single *kiremt* rains of June to September and the associated *meher* growing season.

Evaluation Team finds it unlikely the AMDe will make a significant contribution to FTF's poverty and stunting reduction objectives. The Evaluation Team also finds the AMDe could do much more to target smallholder farmers with holdings of one hectare or less and women in agriculture—both women-headed households and women in male-headed households—and in this way make an increased contribution to meeting FTF outcomes.

Finally, in this overview section, the Evaluation Team finds the USAID could have exercised stronger leadership to contextualize FTF indicators to Ethiopia's agriculture sector and agro-ecology. This was not done, with the result that AMDe staff has wasted considerable time and resources monitoring and reporting on rather meaningless indicators, e.g., gross margins per hectare, value of incremental sales, and number of hectares under improved management. Importantly also, FTF does not require the monitoring of a control group, with the result that attribution is unclear.²¹

Moving to the specific, the Evaluation Team presents its findings under the questions in the SoW.

2.1 Progress made under each of the four major results

Question 1: To what extent is the AMDe project progressing against planned objectives as outlined in its performance management plan (PMP) and work plan?

At times, the Evaluation Team found it difficult to confirm progress as the quality of the project data appears to be inconsistent. The Evaluation Team therefore presents "best estimates."

Result 1: Improved Competitiveness of the Value Chains

For Result 1, progress is summarized in Table 3: Progress against indicators and LOP targets for Result 1. Progress is color coded as follows:

- Blue—fully achieved or 100 percent of the LOP target
- Green—very likely to be achieved or 80–100 percent of the LOP target
- Yellow—likely to be achieved but requiring additional focus or 60–79 percent of the LOP target
- Red—unlikely to be achieved or <60 percent of the LOP target
- Uncolored—not assessed

Under Result 1, the AMDe tracks 13 indicators and associated value chain targets. The Evaluation Team finds that AMDe has fully achieved 21 percent, an additional 20 percent are very likely to be achieved, 14 percent are likely to be achieved with focused additional support, and that it is thought that 45 percent are unlikely to be achieved. As has been mentioned, however, the Evaluation Team finds some of the FTF indicators rather meaningless, and therefore this section of the report should not be interpreted as a statement of AMDe performance.

Indicator #1: Number of hectares under improved technologies or management practices as a result of USG assistance

At the end of the 2014 growing season, progress against LOP targets is low across all value chains: 7 percent of the 12,000 ha target for wheat, 1 percent of the 15,670 ha for maize, and 11, 20, and 36 percent for coffee, sesame, and chickpeas respectively. AMDe staff, however, suggests they are confident of meeting, and in some cases exceeding, the LOP targets, as the targets are modest and AMDe systems—access to seeds (maize—BH661²² and sesame—Humera-1 and Setit-1), fertilizer, and equipment—are in place as a result of its grants facility and AMDe's

²¹ USAID confirms that an end-of-project evaluation is planned. While this is welcomed, the Evaluation Team considers statistically significant impacts unlikely in the relatively modest period of AMDe implementation.

²²The maize BH661 hybrid is being popularized through the Advance Maize Seed Adoption Program (AMSAP) partnership of which AMDe is a member. While recognizing the value of increasing yields, the Evaluation Team is concerned the AMDe is being unwittingly pulled into a narrow focus on yields that is potentially unsustainable, as open pollinated varieties are often better suited to the needs of poorer smallholder farmers in the more marginal areas of the AGP's four main regions.

support to farmer training, field demonstrations, farmer-to-farmer experience sharing forums, and exchange visits. AMDe is confident that this will result in a rapid scaling-up of progress in the current growing season.

The Evaluation Team, however, wishes to draw attention to the character of Ethiopian agriculture: 13 million smallholder farming families, each with two, three, or more scattered plots that typically total less than a hectare. Smallholders also prize cropping diversity to meet household food security needs and (understandably perhaps) many are resistant to standardized extension packages that are invariably designed for model farmers with larger holdings and for higher rainfall areas. The Evaluation Team therefore finds that this indicator and associated LOP targets should be better contextualized.

Indicator #3: Number of beneficiaries supported by AMDe-assisted value chains

The LOP targets for sesame and coffee have been surpassed: the target of 74,980 beneficiaries for sesame was exceeded by 47,752 or 164 percent and the target of 110,515 beneficiaries for coffee exceeded by 17,963 or 116 percent. Progress across other value chains has been slower, and it may be that the LOP targets will be achieved: 23,130 of the planned 286,951 beneficiaries for wheat or 8 percent; 167,290 of the planned 295,404 beneficiaries for maize or 57 percent; 30,704 of the planned 143,974 beneficiaries for chickpeas or 21 percent; and finally 19,755 of the planned 88,282 beneficiaries for honey or 22 percent.²³ AMDe staff suggest the targets are achievable for reasons already outlined.

Indicator #4: Average yield per hectare/hive (kg)

The LOP targets for increased yields per hectare for wheat and coffee have been achieved at 110 and 104 percent respectively, and the LOP targets for maize, sesame, and honey are likely to be achieved with progress at 95, 84, and 80 percent of LOP targets respectively. The LOP target for chickpeas is unlikely to be achieved, as progress is 44 percent of the LOP target. Again, the AMDe staff is confident targets will be reached and surpassed for the reasons outlined.

Table 1: Average yield increases to December 2014

Value chain	LOP yield targets (kg/ha)	Achieved increased yields (kg/ha)	Achieved increased yields (%)
Wheat	2,969	3,266	110
Maize	3,703	3,517	95
Coffee	976	1,015	104
Sesame	800	672	84
Chickpeas	3,305	1,454	44
Honey	15	12	80

Source: Abstracted from project PMP reports

While recognizing the progress made, the Evaluation Team is concerned that average yield increases presented in Table 1 are at variance with the number of hectares under improved management (Indicator #1). For example, the reported progress for wheat under improved management is 7 percent of the 12,000 ha LOP target, yet despite this and the known impact of wheat rust in 2014, the AMDe reports a 110 percent increase in yield. In parenthesis, such anomalies are found across AMDe's progress reports.

Indicator #5: Gross margin per unit of land/hive (USD)

The target LOP gross margins for wheat and sesame have been achieved at 101 and 186 percent respectively, and progress against LOP targets for maize and chickpeas are currently 86 and 85 percent respectively. Gross margin progress for coffee is more modest at 66 percent of the LOP target despite the progress made to address production constraints. The Evaluation Team,

²³ There are an estimated 1.5 million households keeping bees in Ethiopia.

however, finds the AMDe reporting on gross margins misleading, as the reports do not address attribution.²⁴ It is therefore not clear to what extent AMDe played a central role in improving gross margins or to what extent the improvements were the result of other projects or simply the result of good rainfall or Ethiopia's expanding road network or improvements in input supply.

To illustrate the problem of measuring gross margins, the Evaluation Team learned the Gozamen FCU, Debre-Markos is holding several thousands of quintals of maize that were purchased at prices calculated on the basis of production. Prices are now well below the cost of production, and the FCU is understandably reluctant to purchase more maize. As a result, cooperative members were forced to sell maize to traders at the costs of production or even at a loss. According to when the gross margin indicator is measured, specifically before or after price collapses, the FTF implementing partner can be seen to be either performing well or much less well. At a minimum, the Evaluation Team finds that gross margins performance data should be updated monthly in order to more accurately reflect the complexity of the commodity markets.²⁵

Indicator #6: Value of incremental sales at farm-level attributed to FTF implementation

Coffee sales have reached USD 32 million or 127 percent of planned LOP target. The LOP targets for incremental sales of maize and sesame appear achievable, as progress is respectively 87 and 80 percent. In contrast, the targets for wheat and chickpeas are unlikely to be achieved, as progress against the LOP targets is respectively 20 and 19 percent. See Table 2 below. Here again, the Evaluation Team finds this indicator inadequate, as the value of incremental sales is primarily informed by fluctuating commodity prices. Accordingly, the timing of the data collection can play a significant role in showing progress against this indicator in a positive or negative light. The value of incremental sales therefore appears to be another relatively meaningless indicator.

Table 2: Value of incremental sales attributed to FTF interventions

Value chain	LOP targets— increased sales (USD)	Actual increased sales (USD)	Actual increased sales (% of LOP target)
Wheat	9,120,344	1,824,068	20
Maize	12,449,951	10,831,457	87
Coffee	25,274,365	32,098,443	127
Sesame	37,544,955	30,035,964	80
Chickpeas	8,403,233	1,596,614	19
Honey	1,904,833	1,276,238	67
Total	94,697,681	77,662,784	82

Indicator #10: Value of exports of targeted agricultural commodities as a result of USG assistance

The LOP target for coffee has been surpassed at 120 percent of the target or value of exports worth USD 120 million. The LOP export target for sesame was USD 74 million, and exports to date are USD 46 million or 63 percent. The target might therefore be achieved. In contrast, it would seem the LOP targets for chickpeas²⁶ and honey²⁷ will not be met. Despite the limited progress made under this indicator in the honey value chain, the Ethiopia Beekeepers Association has, with the support of its donors, including AMDe, assisted Ethiopia in securing International Organization for Standardization accreditation to export honey to niche markets

²⁴ In general, the Evaluation Team finds that the AMDe fails to give adequate attention to attribution.

²⁵ Coffee farm gate prices have, for example, fluctuated by as much as 50 percent in just two years. At the time of the MTE, domestic wheat prices were roughly twice international prices.

²⁶ Ethiopia does not yet produce export-quality chickpeas for export to the Middle East.

²⁷ The domestic price for honey is higher than export prices.

in Europe, including the Fair Trade outlets. For more information on AMDe support to Trade Associations, see Text Box 1.

The LOP targets for this indicator are informed by an export market assessment carried out by USAID and the ATA. It would appear the assessment did not adequately address domestic and international quality and price issues that inevitably impact on performance. Bearing in mind the focus of FTF development objectives, the Evaluation Team finds that the AMDe might have performed better if it had been tasked to develop value chains for domestic markets that not only are more compatible with a pro-poor focus, but are also less risky.

Indicator #12: Volume of processed products (mt)

Progress against planned LOP targets for the volume of processed products is as follows: honey—79 percent of the planned 1,916 mt; coffee—57 percent of the planned 29,627 mt; and maize—52 percent of the planned 19,265 mt. Progress for wheat and sesame are 20 percent of their respective targets and chickpeas only 3 percent. It is likely the LOP target for honey, coffee, and maize will be met, as good progress was made in Year 3 when annual targets were exceeded by 287, 224, and 121 percent respectively. The LOP targets for wheat, sesame, and chickpeas are unlikely to be met.

Text Box 1: Support to trade associations

AMDe is providing support to a number of industry associations: Coffee Exporters Association; Coffee Producers and Exporters Association; Beekeepers Association; Honey and Beeswax Producers and Exporters Association; Ethiopia Apiculture Board; and Ethiopian Pulses, Oilseeds and Spices Processers and Exporters Association. AMDe's primary support is capacity building and technical support. AMDe also supports its partners to attend international trade fairs.

AMDe, together with Oxfam, SNV, and SOS Sahel assisted the Ethiopia Apiculture Board (EAB) in hosting the *Third Api-Africa International Conference* that was attended by international experts and beekeepers from all over Africa, including Ethiopia. AMDe also assisted the Ethiopia Beekeepers Association (EBA) to secure EU accreditation to export honey to Europe, as it appears that there is an expanding market for Ethiopian honey in Europe.

Indicator #13: Percentage decrease of post-harvest losses as a result of AMDe intervention

The planned reductions in post-harvest losses: 14 to 9 percent for wheat; 23 to 7 percent for maize; 25 to 10 percent for coffee; 10 to 5 percent for sesame; and finally 20 to 3 percent for chickpeas. To date, reported progress is impressive: wheat losses to 8 percent, maize losses to 11 percent and chickpeas losses to 6 percent. In contrast, progress in sesame and coffee are more modest, losses down by only 20 and 7 percent of planned targets. The Evaluation Team, however, learned from lead researchers that post-harvest loss data in Ethiopia is probably overstated and that losses are more modest. If losses are in fact more modest, it will be necessary to revisit the AMDe baseline in order for the progress reported by AMDe to be verified.

Table 3: Progress against indicators and LOP targets for Result 1

	Indicator	Value chain	LOP target	Cumulative (Years 1–3)				Year 4 target	% Achievable
				Target	Result	% Result	% LOP		
IR 1: Improved competitiveness of selected VCs									
1	Number of hectares under improved technologies or management practices as a result of USG assistance	Wheat	12,000	6,017	846	14	7%	7,501	70%
		Maize	15,670	8,527	106	1	1%	9,984	64%
		Coffee	3,200	900	362	40	11%	1,380	54%
		Sesame	3,788	2,252	762.5	34	20%	2,075	75%
		Chickpeas	21,000	15,822	7,554	48	36%	15,600	110%
3	Number of beneficiaries supported by AGP-AMDe-assisted value chains	Wheat	286,951	173,968	23,130	13	8%	72,995	33%
		Maize	295,440	176,948	167,290	95	57%	74,995	82%
		Coffee	110,515	70,529	128,478	182	116%	19,994	134%
		Sesame	74,980	57,984	122,732	212	164%	9,997	177%
		Chickpeas	143,974	53,997	30,704	57	21%	44,989	53%
		Honey	88,282	37,292	19,755	53	22%	29,994	56%
4	Average yield per hectare/hive (kg)	Wheat	2,969		3,276		110%	2,801	94%
		Maize	3,703		3,517		95%	3,300	89%
		Coffee	976		1,012		104%	976	100%
		Sesame	800		674		84%	775	97%
		Chickpeas	3,305		1,470		44%	2,754	83%
		Honey	15		12		80%	15	100%
5	Gross margin per unit of land/hive of selected crops (USD)	Wheat	822		833		101%	748	192%
		Maize	648		558		86%	589	177%
		Coffee	2,453		1,630		66%	2,336	162%
		Sesame	581		1,079		186%	571	284%
		Chickpeas	750		636		85%	736	183%

Table 3 (continued)

	Indicator	Value chain	LOP target	Cumulative (Years 1-3)				Year 4 target	% Achievable
				Target	Result	% Result	% LOP		
6	Value of incremental sales (collected at farm level) attributed to FTF implementation (USD)	Wheat	9,120,344	17,127,039	1,830,662	11	20%	3,500,000	58%
		Maize	12,449,951	7,665,348	10,817,419	141	87%	2,046,875	103%
		Coffee	25,274,365	8,074,365	32,129,763	398	127%	5,000,000	147%
		Sesame	37,544,955	22,236,251	29,951,240	135	80%	9,221,550	104%
		Chickpeas	8,403,233	1,508,233	1,599,002	106	19%	2,016,000	43%
		Honey	1,940,883	1,750,079	1,292,527	74	67%	85,684	71%
10	Value of exports of targeted agricultural commodities as a result of USG assistance (USD)	Coffee	63,998,000	37,837,000	76,732,508	203	120%	20,000,000	151%
		Sesame	74,644,250	38,398,000	46,859,399	122	63%	20,475,000	90%
		Chickpeas	6,073,807	4,390,337	-			-	
		Honey	3,520,000	1,373,600	907,211	66	26%	1,000,000	54%
12	Volume of processed products (mt)	Wheat	132,582	79,095	25,867	33	20%	37,541	48%
		Maize	19,265	8,317	10,071	121	52%	3,918	73%
		Coffee	29,627	7,565	16,944	224	57%	15,617	110%
		Sesame	171,927	93,335	34,503	37	20%	46,850	47%
		Chickpeas	36,019	25,107	915	4	3%	8,999	28%
		Honey	1,916	530	1,519	287	79%	574	109%
13	Percentage decrease of post-harvest losses as a result of AMDe intervention	Wheat	9 (14)	8	6		120%	1	200%
		Maize	7 (23)	4	12		75%	3	100%
		Coffee	10 (25)	7	1		7%	3	27%
		Sesame	5 (10)	4	1		20%	1	40%
		Chickpeas	3 (20)	12	14		82%	3	100%

Result 2: Improved Access to Finance and Investment

Originally, this result was titled Improved Access to Finance. However, following the sub-contracting of Renew Strategies (a private equity firm), the result was renamed, as is indicated in the sub-title.

Indicator #14: Value of agricultural and rural loans

The main activities carried out under this indicator are twofold: to build the capacity and understanding of banks and agriculture sector stakeholders, resulting in increased trust and investment; and to attract equity investors to invest in Ethiopia's agriculture sector. To December 2014, this resulted in USD 63 million⁵⁹ of new investment, or more than 150 percent the LOP target of USD 40 million. An analysis of the loans confirms that 69 percent were made by the Commercial Bank of Ethiopia, while 16, 7, and 5 percent were made by the Cooperative Bank of Oromia, Awash International Bank, and Wogagen Bank respectively. The loans were made to 76 major recipients that indirectly benefited an estimated 2,300 other firms or PCs. The Evaluation Team finds this work of strategic importance in a sector that has historically struggled to attract investment from banks⁶⁰ and financial institutions in Ethiopia, with the result that smallholder farmers, PCs, and FCUs⁶¹ have been slow to take up new technologies.

Some of the most successful investments have been the result of a combination of loans and AMDe grants (see Result 4). For example, the AMDe provided 70 percent grants to FCUs for the construction of warehouses and cleaning equipment for sesame that will increase exports. The AMDe staff also worked with FCUs to develop business plans and the Ethiopia Commercial Bank (ECB) that resulted in the balance of the 30 percent construction costs being covered by the ECB as a repayable loan.

Based on the success of this model (see Text Box 2 and 3), the AMDe has received grant applications for an additional nine warehouses from FCUs for the aggregation, cleaning, and storage of maize. The quality of the new warehouses will enable the FCUs to compete for WFP P4P contracts. It is also reported that the World Bank is supporting the construction of 40 more warehouses across the four AGP regions.

Under the second activity, Renew Strategies has secured USD 250,000 of private equity funding for METAD PLC (a local coffee value chain actor) that has also benefited from an AMDe grant of USD 172,000 for improved storage, a washing station, and cleaning equipment. The AMDe investment team also reported that Renew Strategies has an additional USD 2.5 million in the pipeline, with options of an additional USD 6 million. While very encouraging, it remains to be seen if this level of investment will be realized.⁶²

Text Box 2: AMDe support to FCUs to build warehouses for the sesame value chain

Based on a request from the Government, USAID requested AMDe to provide support to FCUs in northern Ethiopia to support the aggregation, cleaning, and export of sesame.

The initial recommended standard AMDe 50 percent grant was rejected by the MoA in favor of a 70 percent grant. Each of the 4 warehouses costs around Eth Birr 9 million or USD 450,000. The balance of the construction cost was secured by loan from the Ethiopia Commercial Bank, using the land certificate as collateral. The loans included a one and a half year construction "grace period" and then repayment over between five and eight years. To date, repayments are on track and total 23 percent.

The warehouses each have a capacity of 5,000 mt, and AMDe has also supplied sesame cleaning equipment under the same grant facility.

Indicator #18: Number of clients (households and/or microenterprises) benefitting from financial services provided through USG-assisted financial intermediaries, including non-financial institutions or actors

⁵⁹ At the time of the finalization of the review, the level of facilitated investment had increased to more than USD 80 million.

⁶⁰ The Evaluation Team learned that only 6 percent of Ethiopia Commercial Bank loans are made to the agriculture sector.

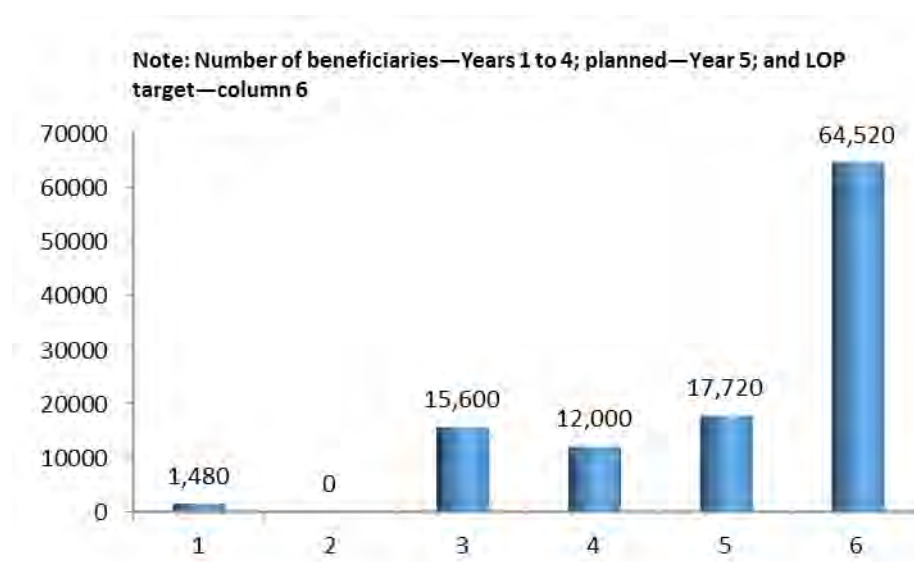
⁶¹ It should be noted that cooperatives in Ethiopia have historically struggled to secure bank loans as a result of poor credit ratings.

⁶² Investors continue to be discouraged by the cost of doing business in Ethiopia.

The planned number of LOP clients benefiting from financial services is 64,520, of which 29,080 or 45 percent has been achieved (see Figure 1). The number of planned beneficiaries for Year 5 is 17,720, and, provided this number is achieved, the end of the project total will be 46,800, or 72.54 percent of the LOP target, which is satisfactory.

The Evaluation Team finds this indicator of central importance, as it reflects the number of people benefiting from USG assistance and is therefore a proxy for employment. In a country where unemployment is estimated to be over 17 percent⁶³ (Central Statistics Agency, 2014)—and higher in the age group 18 to 25—increasing the number of clients and therefore supporting the creation of seasonal and full-time jobs is of primary importance. To further increase the number of clients and support increased employment opportunities, support would need to be focused on PCs and small- and medium-sized businesses. In order to ensure this reorientation, the AMDe would need to disengage from further support for large infrastructure projects such as warehouse construction after it has met its current obligations. As a result of increasing interest from other development partners, including as proposed through the AGP2, it would seem that FCUs are increasingly able to attract investment for warehouse construction from other sources.

Figure 1: Number of clients benefiting from financial services



Result 3: Improved Enabling Environment

Indicator #21: Numbers of policies/regulations/administrative procedures improved as a result of USG assistance

The AMDe contracted a team of international and local consultants to undertake a “Business Enabling Environment Assessment” that is informed by the World Bank’s “Doing Business” assessment tools. In addition, the seed and fertilizer policy targets were informed by the PIF. The Assessment was carried out in 2012 and the findings presented to key stakeholders in a validation workshop. As a result, the AMDe identified seven policy processes that it planned to inform, with a view to creating a more favorable environment for agribusiness.

The Evaluation Team learned that progress across the seven policy processes is mixed, with good progress made in some areas while slower progress has been achieved in other areas. This is perhaps not surprising, as the agriculture policy environment in Ethiopia is amongst the most challenging in sub-Saharan Africa. Detailed progress is presented in the Table 4 below. Using the

⁶³ Ethiopia measures unemployment as the number of people actively looking for a job as a percentage of the labor force <http://ieconomics.com/ethiopia-unemployment-rate>.

FTF enabling environment tracking system, four policy processes have been progressed to Stage 2, one to Stage 3, and two to Stage 4.

The Evaluation Team recognizes the good work done to create a more favorable environment for agribusiness but notes that the MoA had already identified the need for seed and fertilizer policy reform and that these were progressing as planned. In contrast, AMDe engagement in the wheat subsidy and maize export bans policy processes appear overly optimistic in view of the complexity of the policy processes, the number of different government institutions involved, and the importance to national food security. Irrespective of the engagement of John Mellor Associates to lead the wheat subsidy policy processes, the Evaluation Team finds it unlikely that these policy processes will be easily informed by the AMDe, or indeed that it could play anything other than a minor role. Rather, the Evaluation Team finds that AMDe's policy work could have been better informed by and coordinated with other FTF partners, with the support of USAID.

Text Box 3: Embaba Haya RuSACCO, Tigray

The Embaba Haya RuSACCO was established in December 2002 with 51 members (43 men and 8 women), with savings of Eth Birr 1,020. The membership increased steadily to 1,109 (515 men and 594 women) in 2012. With the support of AMDe, membership has increased further to 1,332 (620 men and 712 women) in 2013, and 1,479 (690 men and 789 women) in 2014. Savings are now valued at Eth Birr 5,196,000.

Support provided by AMDe since March 2013 includes training on:

- savings methods and membership mobilization
- financial management
- risk analysis in saving mobilization
- basic computing—Peachtree Accounting Software
- leadership

With this support and AMDe's support for office equipment—desktop computers, laptop, photocopier, printer, LCD projector, Sony camera, chairs, tables, filing cabinet, and fax machine—the Embaba Haya has graduated from a RuSACCO to a rural bank.

Table 4: Policies, regulations, administrative procedures by their stages of development

Specific policy targets	Development stage*	Remark/note
Seed system that supports the development of a private seed industry	Stage 3: Presented for legislation/decreed	National Seed Regulations have been submitted by MoA to the Prime Minister's Office for passage by Council of Ministers.
Lift restrictions for private sector engagement in fertilizer production and marketing	Stage 2: Drafted and presented for public consultation	The MoA presented a revised policy proposal for the re-launch of the National Fertilizer Industry Agency—dissolved in 2006.
Regulatory framework for third party warehouse and grading	Stage 4: Passed/approved	A Public Enterprise Warehouse regulation was passed by the Council of Ministers and implementation will begin once the Regulation is gazetted. The regulation will separate the current ECX trading and warehousing system. This will be an important first step to third party or private sector warehousing.
Removal of wheat import subsidies and maize export bans	Stage 4: Passed/approved	The MoT issued a letter to MoA on November 22, 2014 to remove the export ban on maize for commercial farmers and the EGTE.
Provision of a National Agricultural Finance system to meet the needs of small commercial farmers	Stage 2: Drafted and presented for public consultation	
Develop an institutional structure for coffee marketing	Stage 2: Drafted and presented for public consultation	
Develop a strategy for the improved transport and handling of commodities to improve competitiveness	Stage 2 :Drafted and presented for public consultation	A strategy for the improved transport and management of fertilizer imports has been presented to key stockholders. Domestic transport cost analysis is underway.

*The various FTF policy enabling stages are: Stage 1—Analyzed, Stage 2—Drafted and presented for public/stakeholder consultation, Stage 3—Presented for legislation/decreed, Stage 4—Passed/approved, and Stage 5—Passed for which implementation has begun.

Result 4: Stimulate Innovation and Investment

This result speaks specifically to AMDe's grant support. The grant fund was established at USD 14.2 million and to December 31, 2014 had disbursed a total of USD 11.6 million to 240 grantees. Grants are typically accessed by either a competitive solicitation process or specific requests from multi-stakeholder value chain platforms with which the AMDe is involved. As has however been noted, at times AMDe responds to requests from the MoA routed through USAID.

AMDe grants are funded under a cost share arrangement, with AMDe contributing between 30 and 50 percent. Individual grants vary considerably from as little as USD 817 to the Wirtu Kachama Seed Multiplication Cooperative Society for a Sell More for More Training—Phase 1, to grants of USD 1.8 million to the Yidnekachew Dabessa Coffee Plantation and USD 1.3 million to the Ethiopia Commodity Exchange for a Digital Traceability System. Other large grants include USD 970,000 for the Becho Woliso FCU—for Ethiopia's first blended fertilizer plant—and five grants of USD 198,000 for the five management contracts of the blended fertilizer plants.⁶⁴ Of the 240 grants completed or under process of payment to December 31, only 22 are above USD 100,000, with the vast majority around USD 50,000. Grants have been awarded to industry associations, cooperatives, RuSACCOs, private sector, public research institutions, and the Ethiopia Commodity Exchange.

The majority of grants were awarded in 2014 and by year end, 9 percent had been fully completed, 61 percent were partially completed, and 2 percent were at the signature stage. In-kind grants of equipment and machinery accounted for 28 percent of grants, and all were under procurement. Additional analysis by region and value chain is provided in Tables 5 and 6 below. As can be seen, Oromia benefited from 88 grants totaling USD 4.7 million or 40 percent of all grants, with roughly half this amount awarded to the other three regions. Grants to the different value chains varied from USD 783,837, or 6 percent, for honey to 21 percent for sesame to support almost anything from warehouse construction to aggregate, clean, and store sesame for export, through to irrigation equipment, tractors, and seed cleaners for EIAR centers to increase the supply of basic seed and washing stations for coffee exporters. Similarly, PCs and FCUs have benefited from machinery—seed and grain cleaners, tractors, planters, honey homogenizers—and washing stations and have as a result been able to expand the range of services they provide their members. Grants have also been used to support common interest groups—women's cooperatives and women entrepreneurs—including the purchase and distribution of coffee seedlings, modern beehives, and processors for chickpea milling.

Table 5: Innovation grants awarded by region

Region	# of grants awarded to-date	Amount awarded, to-date (USD)	# of grants awarded 2014	Amount awarded, this year (USD)
Amhara	47	2,207,141	43	1,406,613
Tigray	42	2,044,182	40	1,313,117
SNNPR	52	2,196,241	49	2,137,844
Oromia	88	4,751,127	81	4,410,354
Addis	11	416,506	7	237,719
Total	240	11,615,197	220	\$9,505,648

⁶⁴ The World Bank funded the other four blended fertilizer plants.

Table 6: Innovation grants awarded by value chain

Value chain	# of grants awarded to-date	Amount awarded, to-date (USD)	# of grants awarded 2014	Amount awarded, this year (USD)
Sesame	36	2,536,228	31	1,030,329
Coffee	40	2,178,866	32	1,999,084
Chickpeas	32	1,328,039	26	1,079,539
Maize	40	1,047,778	40	1,047,778
Wheat	58	1,189,210	58	1,189,210
Honey	26	783,837	25	608,467
Finance	3	461,905	3	461,905
Inputs (Fertilizer Blending)	5	2,089,335	5	2,089,335
Total	240	11,615,197	220	\$9,505,648

In the remaining life of the project, the Evaluation Team find that it would be beneficial for AMDe to continue to focus its majority grant support to PCs and FCUs on the one hand and family businesses on the other, with grants of below USD 50,000 and that reach down the value chain towards productivity and first-level aggregation or first-level processing in smaller market towns.

2.2 Improvements in gender equity

Question 2: To what extent has this project contributed to gender equity in terms of access to credit, capacity-building support, improved inputs and technologies resulting in an increase in sales of agricultural commodities? Are there evidences supporting positive changes in the aforementioned areas?

In accordance with GoE policy targets for women's participation in Ethiopia's economic, political, and social development, the AMDe set 30 percent women's participation as a quota for all AMDe-supported training, exchange visits, and investment support.⁶⁵

Although the funding was delayed, the Evaluation Team has identified AMDe's support to the launching of the Women in Agribusiness Leadership Network (WALN) in the four AGP regions as one of the project's main gender equity successes. The Network offers business development training—negotiation, marketing, networking, financial planning, and communication skills—leadership training, mentoring and coaching support, and networking opportunities for women leaders operating in Ethiopia's agribusiness sub-sector.⁶⁶ The primary purpose of AMDe's support is to increase the profitability of women-led businesses and to promote women as sector leaders.⁶⁷ While recognizing the good work done, the Evaluation Team is concerned that, within a year of the launch, the AMDe channeled grants of USD 1.5 million for only 450 women members.

The AMDe has also supported a membership drive to increase the number of women members and the number of women in leadership positions in PCs and FCUs. With the support of a behavior change organization, the AMDe used an incentive-based model that offered small

⁶⁵ Women-headed households account for 28 percent of households in AGP *woredas*, and women in male-headed households typically constitute 50 percent of family labor. The 30 percent figure therefore under-represents women in agriculture.

⁶⁶ WALN currently supports 100 women in its training program. The AMDe has invested USD 1.5 million in support of the Network to-date.

⁶⁷ The network has received national recognition through the January 2015 National Conference that was attended by more than 100 women entrepreneurs.

gifts to individual women who joined cooperatives and travel grants to the cooperative leaders who attracted the most women. As a result of the initiative, an additional 78,000 women joined cooperatives in the nine-month period from March to December 2014 (see Table 7 below).

Table 7: Incentive-based women membership drive

Region	Number of FCUs	Number of PCs	Women registering	Number registering for the first time	% registering for the first time
Oromia	14	761	14,161	2,781	19.6
Amhara	10	548	30,573	10,009	32.7
SNNPRs	9	237	19,227	13,066	68.0
Tigray	9	129	14,408	10,744	74.6
Total	42	1,675	78,369	36,600	46.7

While recognizing the impressive gains made to address the gender imbalance in cooperatives, the Evaluation Team is concerned AMDe's behavior change advisory organization recommended the use of incentives, as when these are discontinued future women membership drives may prove less successful. What is really required is that cooperatives are given support to take on new ways of working that are more supportive of women membership and participation in decision-making. For this reason, the Evaluation Team finds that the use of incentives should be immediately discontinued so that future increases in women membership are attributable strictly to women's perceptions of membership-related benefits.

The Evaluation Team finds that USAID gave inadequate attention to gender in the AMDe design phase, as four of the original five value chains⁶⁸ have a strong export focus. While aligning with the AGP is important, USAID might have given increased consideration to the fact that with some notable exceptions, agriculture sector exports are generally dominated by men. The selection of other and complementary value chains focusing on domestic markets might therefore have afforded increased opportunities for women smallholders, traders, and agro-processors. USAID also did not designate specific funds to support AMDe's gender equity work.

2.3 Improvements in nutritional outcomes

Key question 3: To what extent has AMDe contributed to the improved nutritional status of women and children?

The original AMDe design did not include improved nutrition outcomes for women and children, and nutrition targets were added later at the request of USAID.

In the first year of implementation, the AMDe commissioned a Cost of Nutritious Diet Baseline Study against which it is planned that nutrition-related progress can be measured at the end of the life of the project. The findings of the study also inform AMDe's cascade nutrition training through cooperatives.

While the Evaluation Team recognizes the importance of improving nutrition outcomes in Ethiopia⁶⁹ and that nutrition is a development objective of FTF, the Evaluation Team is concerned that the AMDe's agribusiness and market development focus does not naturally lend itself to improved nutrition outcomes. Specifically, there are relatively few opportunities to develop

Text Box 4: Processed chickpeas for improved nutrition outcomes

Together with Guts Agro Industry (GUTS), the AMDe has supported the launch of three chickpea-based *shiro* products and roasted chickpea snacks.

These new and nutritious chickpea products are processed from chickpeas purchased through FCUs that have a Memorandum of Understanding (MoU) with GUTS for 4,000 metric tonnes of chickpeas.

It is estimated that the MoU benefits 52,000 smallholder farmers.

Source: AGP-AMDe Annual Report (2014)

⁶⁸ USAID added the chickpea value chain in the first year of implementation.

⁶⁹ Stunting rates are above 40 percent in AGP *woredas* and amongst the highest in the world.

and promote nutrition-sensitive agriculture within the current scope of the project.

The Evaluation Team is therefore not surprised to learn that nutrition-related progress is mixed. On the one hand, the AMDe has contributed to improved nutrition outcomes through the chickpea value chain development and the launch of three chickpea *shiro* products (see Text Box 4). On the other hand, the Evaluation Team can find little evidence to support the continuation of the cascade-based nutrition training, as it appears in some cases to be little more than an AMDe requirement for cooperatives to secure grants. It is also not clear to the Evaluation Team how successful the training is in changing attitudes and behavior or how gains will be sustained beyond the life of the project. The Evaluation Team finds that the nutrition component might be better implemented through FTF's ENGINE project.⁷⁰

2.4 Effective resource use

Question 4: What is the impact of the resources spent and performance per value chain? What is the relative value generated in terms of productivity and income increase, employment generation per value chain to resources spent? Which have the highest returns per dollar spent?

In order to address this question, it would be necessary to have full and reliable data sets on the following: increases in land area under new technologies; what the technologies were and what each contributed to yield improvements; an analysis of any increased costs associated with these changes; the value of incremental sales, with prices reported regularly throughout the marketing season; and the number of jobs, both seasonal and year-round, that have been generated. This was not possible, as the AMDe monitoring lacks consistency and rigor. For this reason, this question was not addressed.

The decision not to address this question was also informed by USAID's own "Cost Benefit Analysis" study of 2014 that has provided a value chain performance ranking.⁷¹ In order to address this question fully, the AMDe will need to complete a thorough data cleaning and verification exercise.

The Evaluation Team has, however, learned that the AMDe has created an estimated 4,231 jobs (see Table 8). While it is clear from the field work that not all these jobs are full-time/permanent, in a country where unemployment is so high, the Evaluation Team finds that employment creation should be a priority for FTF and that implementing partners should track and report in detail on employment creation, including both seasonal and full-time/permanent employment, and ideally offer USAID gender- and age-disaggregated data that can be shared with regional and federal government.

Table 8: Number of jobs created

Indicator	Value chain	LOP target	Total # of jobs created (Years 1-3)	% LOP
Number of jobs attributed to FTF implementation	Wheat	2,268	143	6
	Maize	2,060	2,690	130
	Coffee	2,533	575	23
	Sesame	1,556	538	34.5
	Chickpeas	1,238	3	-
	Honey	1,100	282	25.6
Total		10,755	4,231	39.3

Source: Abstracted from AMDe PMP reports

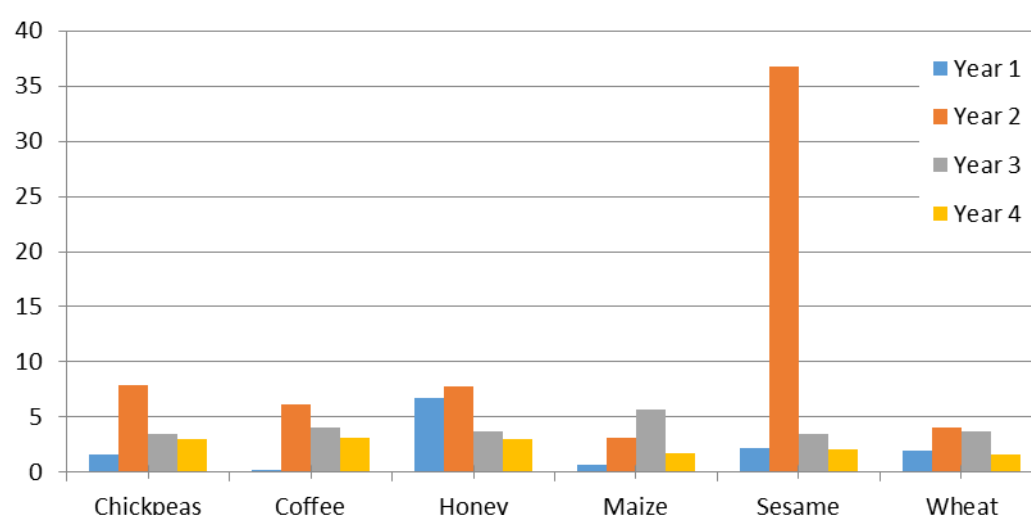
⁷⁰ Empowering New Generations in Improved Nutrition and Economic Opportunities implemented by Save the Children International.

⁷¹ It may be that USAID's Data Quality Assessment (DQA) team could help address the issue of data consistency. However, to address the issue of rigor and impact, mention has been made of the need to undertake more detailed studies that include control groups.

While the information in these tables offers useful performance data across the six value chains, the Evaluation Team finds there is more work to be done to re-check and verify some of the data—and in particular to confirm attribution, i.e., that the progress made can be attributed to the support provided by the AMDe. Unable to confirm the necessary information during the period of the review, the Evaluation Team did not fully answer this question. In the remaining life of the project, therefore, it is important the AMDe monitoring staff plays an active role in verifying all progress data, including addressing potentially challenging issues such as the impact of disease—rust in wheat and maize lethal necrosis—fluctuating farm gate prices, and the seasonality of some jobs. Unless this is done in the next few months, the Evaluation Team finds the AMDe will not be appropriately prepared for a rigorous end-of-project evaluation, which would be unfortunate, as the AMDe has clearly achieved a great deal.

While unable to address this question fully, the Evaluation Team wishes to highlight the impact of USAID’s decision to support a MoA request for warehousing, storage, and cleaning equipment for sesame to increase exports. As presented in Figure 2, investment across six value chains across four years varies between 1 and 7 percent. The exception is support to the sesame value chains in Year 2, when 35 percent of the AMDe annual budget was invested. While recognizing the strategic importance of this investment, the Evaluation Team finds this skewing of investment had a deleterious effect on the development of the other value chains.

Figure 2: Budget use by value chain



Further analysis of budget use also reveals that “pass-through grants” to partner organizations and value chain actors account for 45 percent of the project budget and are managed by ACIDI-VOCA headquarters in Washington. While this grant management mechanism may reduce demands on local staff, the Evaluation Team finds many advantages in local grant management, as local staff better understands the context in which the project is working, and are in a better position to provide technical and managerial mentoring support.

Finally in this section, the Evaluation Team learned that the AMDe invests only 3 percent of project costs in training and capacity development. The Evaluation Team finds that this level of investment is inadequate to consolidate and mainstream gains made by AMDe.

2.5 Project design and management

Question 5: Among AMDe's partnerships, which are being most effective in terms of their collaboration and coordination?

As mentioned, the AMDe supports the MoA AGP to deliver its Component 1, sub-component 1.3: *Market and Agribusiness Development*.⁷² In order to do this, the AMDe works most closely with the MoA, ATA,⁷³ and the FCA at federal and regional levels, with which it shares a common vision of the commercialization of agriculture and growth of cooperatives. At an operational level, the AMDe annual work plans are endorsed by regional AGP Technical Committees before they are presented at the federal AGP Technical Committee.

In addition, the AMDe has also forged a range of partnerships, a sample of which includes the following:

- Capacity Building for Scaling-Up of Evidence-based Best Practice in Agricultural Production in Ethiopia (CASCAPE): The CASCAPE project is a joint initiative between Ethiopia and the Netherlands to improve agricultural productivity. The AMDe partners CASCAPE on soil testing and improved seeds.
- Capacity to Improve Agriculture and Food Security (CIAFS): The AMDe is working with CIAFS on fertilizer policy, honey and coffee value chains, capacity building for cooperatives, and a coordinated initiative to promote private sector-led seed multiplication and certification.
- Ethiopia Commodity Exchange (ECX): The AMDe is working with the ECX to train ECX staff, warehouse operators, and management firms on grading and coffee certification. In addition, the AMDe is working with the ECX to revise coffee standards, including the planned launch of a traceability system. Finally, the AMDe is supporting cooperatives to become permanent members of the ECX.
- Ethiopia Institute of Agriculture Research (EIAR): The AMDe carried out a seed production and supply survey⁷⁴ with the EIAR that resulted in AMDe grants for irrigation equipment, tractors, and seed cleaning equipment being awarded to 11 research centers to increase the supply of certified seed of varieties that will help increase smallholder farmer productivity.
- Industry associations: The AMDe is working closely with a number of industry associations, including the Ethiopia Apiculture Board (EPA), Ethiopia Honey and Beeswax Producers and Exporters Association (EHBPEA), the Ethiopia Pulses, Oilseeds and Spices Processers and Exporters Association (EPOSSPEA) and the Ethiopia Coffee Exporters Association (ECEA).
- Ministry of Trade: The Agricultural Marketing Directorate of MoT is mandated to build capacity in the supply, distribution, and marketing of agricultural inputs. AMDe is collaborating with the MoT to assess regional and international marketing opportunities and warehouse regulations.
- Private Sector: The AMDe is working with several hundred private sector organizations, including WALN.

The Evaluation Team learned from other FTF implementing partners that at times the AMDe leadership plays a lead and catalytic role amongst FTF implementing partners in Ethiopia, in particular in developing value chain thinking and promoting market solutions. This said, in a meeting of FTF implementing partners that the Evaluation Team facilitated on December 16, 2014,⁷⁵ it became clear that much more could be done to strengthen levels of coordination and integration, including:

⁷²Through the delivery of the MoA's Agriculture Sector Policy Investment Framework, 2010–2020 (PIF), the MoA has sought to reorientate donor funding from funding emergency food security projects to social protection (PSNP) and longer-term development (AGP and SLMP). USAID's funding for AMDe is welcomed by the MoA as part of this commitment.

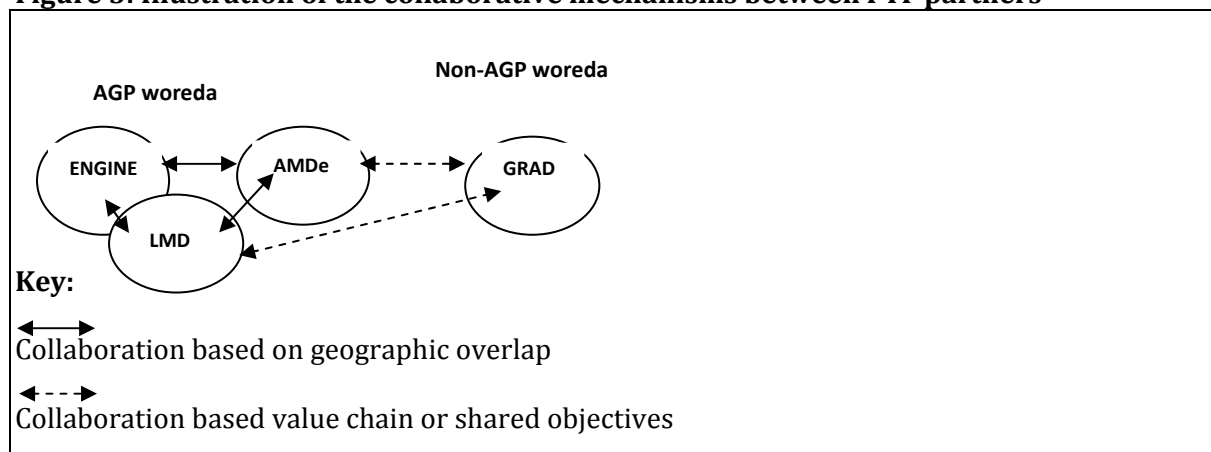
⁷³ USAID, ATA, and AMDe have forged a tripartite coordination plan with focal points assigned for each joint activity.

⁷⁴ Strengthening Source Seed Production and Supply System of the National Agriculture Research System in Ethiopia.

⁷⁵ The meeting was attended by three Chiefs of Party (COPs), four DCOP (Deputy COPs) and four other senior staff representing the AMDe, ENGINE, GRAD, LMD, and PRIME projects.

- Coordinate activities in AGP *woredas* in order to reduce duplication where projects are working in the same value chain, e.g., LMD and GRAD—sheep and goat fattening and AMDe and GRAD—honey.
 - Share social behavior change communication materials on nutrition and coordinate interventions.
 - Share lessons in gender mainstreaming.
 - Collaborate in the organization/participation in local and international trade fairs.
- Ways in which the FTF might better collaborate are presented diagrammatically below in Figure 3.

Figure 3: Illustration of the collaborative mechanisms between FTF partners



Although the AMDe has built effective partnerships, the Evaluation Team finds that USAID and AMDe play complementary as opposed to central roles in AGP decision-making. In part, the Evaluation Team attributes this to partner differences—organizational culture, timing of planning cycles, incentive structures—but this is also the result of USAID’s support for AMDe and LMD as opposed to its support for AGP pooled funding. While there are inevitable constraints associated with USAID’s funding arrangements, so too the Evaluation Team finds strengths and opportunities, including increased opportunities for innovation, piloting, and demonstration that over time can be documented and inform evidence-based good practice.

The Evaluation Team learned that Ethiopia’s cooperative movement aggregates and markets less than 10 percent of Ethiopia’s cereals,⁷⁶ and, in contrast, small-scale private sector traders play the major role in cereal aggregation, transport, marketing, and processing. While recognizing the AMDe works well with industry associations and some 500 commercial farmers, service providers, traders, and processors, the Evaluation Team finds that issues of sustainability will be better addressed by achieving a better balance of support between cooperatives and private sector actors.

The Evaluation Team finds the AMDe works well with other FTF implementing partners at federal and regional levels but that the quality of partnership appears to tail off at *woreda* level. The probable reasons are outlined above and do not need repeating. The Evaluation Team, however, finds that USAID could have done more to forge a coordinated, integrated, and harmonized FTF portfolio and that the current re-design of the MoA’s PSNP4 and AGP2 potentially offers USAID and lead FTF implementing partners⁷⁷ new and potentially exciting opportunities for improved alignment, integration, and coordination.

2.6 Sustainability

⁷⁶Cereals account for more than 60 percent of all arable cropping in Ethiopia.

⁷⁷ The lead FTF implementing projects are AMDe, LMD, GRAD, and PRIME.

Question 6: Which of the components and/or project activities can be scaled up in the future based on measurable, practical, and sustainable results?

As expected at this stage of the project cycle, the AMDe is well established in each of the four AGP regions and across the six value chains. In order to address the issue of sustainability and specifically which project activities in which regions can be scaled up, the Evaluation Team has structured its findings around the following four themes as required by the SoW:

- Enhancing agricultural productivity
- Access to finance and
- Access to markets
- Cross-cutting

Enhancing agriculture productivity: The Evaluation Team recognizes the good work done by AMDe to increase smallholder farmer productivity, including: input supply—improved seeds, blended fertilizers, crop protection—and post-harvest handling practices. The Evaluation Team finds that this work should be continued and expanded.

Under the G8 New Alliance for Food Security and Nutrition,⁷⁸ the AMDe is supporting the MoA, ATA, and DuPont Pioneer⁷⁹ in a three-year partnership under the Advanced Maize Seed Adoption Program (AMSAP), which seeks to transition smallholders from open pollinated to hybrid maize varieties to increase yields. Since the launch with 320 model farmers in 2013, the program has expanded to 3,200 smallholder farmers in 2014. The AMDe also supports the BH-661 Program that was launched with 100 model farmers in 16 *woredas* in Amhara and Oromia and has been subsequently expanded into SNNP Region.

While recognizing the importance of improving access to quality seeds, the Evaluation Team is concerned the AMDe is narrowing its focus on hybrid maize. Certainly, hybrid maize out-yields open pollinated varieties, but the appropriateness, affordability, and sustainability of the hybrid maize can be questioned. The Evaluation Team finds the AMDe should provide more balanced support to maize growers, including open pollinated varieties and support for farmer-to-farmer exchanges and community seed fairs.

Access to finance: It is widely recognized that in order to increase and sustain Ethiopia's impressive agriculture sector growth rates, additional investment is needed. The Evaluation Team finds that AMDe's work in this area is of critical importance and should be a priority during the remaining life of project. Specifically, however, the Evaluation Team finds the AMDe should focus on support to business plan development, negotiations with banks, and improved financial management, accounting, and auditing. The Evaluation Team also finds that the AMDe should increase its level of support to small- and medium-sized businesses.

Access to markets: The Evaluation Team finds that, while continuing to complete existing commitments, the AMDe should focus its remaining work to strengthen value chains for domestic markets, as these have the potential to benefit poorer smallholder farmers, in particular women, who are FTF's primary beneficiaries. As part of this reorientation, the Evaluation Team find an important role for AMDe to continue to strengthen the technical, managerial, and administrative skills and capacities of PCs and FCUs to secure finance, invest in infrastructure and equipment, and therefore more effectively aggregate, grade, clean produce, and supply traders.

Text Box 5: AMDe support to Sidama Elto FCU

Sidama Elto FCU was established in 2004 with 1,000 members (only 22 women). It has grown to 15,000 members (1,400 women), while its capital has increased from Eth Birr 6,100 to 15 million. AMDe facilitated links to WFP P4P in 2010. Initially, it was not easy to meet quality standards. The FCU is, however, now able to supply maize to WFP, the result of AMDe support—improved storage (including moisture testing), shellers, cleaning, and fumigation sheets.

⁷⁸Launched in Ethiopia in the autumn of 2012.

⁷⁹ DuPont Pioneer is investing USD 2.3 million to provide hybrid maize. AMDe is supporting this investment with USD 1 million to support training, field demonstrations, direct retail distribution networks, commercial credit schemes, post-harvest storage, soil sampling at demonstration sites, logistics, and market access and development.

Specific to the maize value chain, the Evaluation Team finds that, while continuing to facilitate links between FCUs and World Food Programme's (WFP) P4P initiative (see Text Box 5), the AMDe also identify alternative markets that link FCUs to private traders and in this way spread risk and build more sustainable market options.

Cross-cutting: The Evaluation Team finds the AMDe cascade-style training modules—Sell More for More (SM4M)—that AMDe has pioneered can be scaled up and mainstreamed. One way to do this is to partner with the Ardaita Cooperative ATVET,⁸⁰ Oromia Region, as it provides similar training and capacity-building support to PCs and FCUs in that part of Oromia. Through such a partnership arrangement, the AMDe could not only build the capacity of Ardaita, but also address issues of sustainability.⁸¹ In addition, the Evaluation Team finds that all training should be part of an integrated and holistic capacity-building initiative that provides ongoing support to a more focused number of organizations and individuals, as only in this way will real impact be ensured.

2.7 Management

Question 7: Does the project have the right balance of staff and funding given activity priorities?

The AMDe employs a team of 81 full-time staff and 19 part-time staff (64 men and 36 women) as follows:

- Senior managers—10 percent
- Administration, finance, and support—11, 10, and 27 percent respectively
- Component 1: Access to markets and improved competitiveness—25 percent
- Component 2: Access to loans—5 percent
- Component 3: Enabling environment—a single staff member
- Component 4: Innovation and capital grants—2 percent
- Cross cutting—10 percent

The Evaluation Team learned that almost half of AMDe staff is based in Addis Ababa.⁸² In order to consolidate the gains made during the life of the project, the Evaluation Team finds that AMDe will need to invest more resources in capacity building and institutional support in the regions. To support this reorientation, the AMDe might benefit from the support of an organizational change expert who can also address other tasks, including the review and harmonization of job titles and clarification of roles and responsibilities amongst pooled workers.

The Evaluation Team also recommends the AMDe strengthen its M&E capacity, with a view to improving the quality of its reporting and ensuring all data are cleaned ahead of the final evaluation.

3. Recommendations

Recommendation for Result 1

#1: *The AMDe continue to work on the six value chains in order not to disrupt project implementation during the remainder of the project, but give increased focus to incomplete*

Results:

- *Wheat—productivity and value addition through processing*
- *Maize—productivity, including open pollinated varieties, improved post-harvest handling, cleaning, storage, and diversifying domestic market outlets*

⁸⁰ The Cooperative Sector Development Strategy (FCA, 2012), developed with the support of ATA, identifies Ardaita as a potential “center of excellence” for cooperative development. While not centrally located, it is planned the center will establish branches in other regions and operate as a “college without walls.”

⁸¹ During the Evaluation Team's visit to Ardaita, it was learned that the AMDe had visited once but without follow-up.

⁸² This figure includes the AMDe Oromia Region staff based with the national team, which is not unusual as the Bureau of Agriculture, Oromia Region is similarly based in Addis Ababa.

- Coffee—post-harvest loss reduction and quality standards
- Sesame—post-harvest loss reduction and processing
- Chickpeas—domestic and niche markets (Sudan, for example) for the currently used varieties
- Honey—production and productivity through the distribution of improved equipment, including modern beehives and training and equipping of beekeepers and new beekeepers

Recommendation for Result 2

#2: Continue and strengthen AMDe's engagement in agriculture sector finance, in particular capacity building for cooperatives and small-scale private businesses to develop business plans,⁸³ negotiate with banks, and improve accounting and auditing systems.

Recommendation for Result 3

#3: Recognize the need to work more closely with other FTF implementing partners, including the AKLDP.⁸⁴ With FTF partners, forge a common, integrated, and coordinated approach to agriculture sector policy work.

Recommendation for Result 4

#4: Reduce the focus on grants for new partners and consolidate the capacity of existing partners to improve impact and sustainability.

Recommendations for gender equity

#5: Continue to support women empowerment, including women membership of cooperatives—though discontinue the use of incentives—and WALN, with increased emphasis on women-led small- and medium-sized agribusinesses in the regions. Set aside funding for gender equity work.

#6: Document AMDe's work with women in Tigray and SNNP Regions and share with FTF projects within and beyond Ethiopia.

Recommendation for nutrition

#7: Hand over the nutrition work to ENGINE.

Recommendations for improved collaboration

#8: Continue to strengthen partnerships with key stakeholders, in particular regional BoA AGP teams, ATA Agriculture Commercialization Clusters, and Regional Cooperative and Industry Association Offices to accelerate training and capacity building of regional, zonal, and woreda staff in agriculture marketing that includes components on the private sector and its potential role in transforming Ethiopian agriculture. Ensure that all training and capacity building is focused and an integral part of a holistic capacity-building approach.

#9: Collaborate with ATA and Federal Cooperative Agency (FCA) to develop a single PC/FCU Certification system that integrates and harmonizes accreditation criteria.

Recommendations for scaling-up

#10: Support the MoA and ATA to improve productivity through the improved distribution of certified seeds (with a minimum 60 percent open pollinated varieties), blended fertilizer, credit, and extension support.

#11: Continue to support the WFP-P4P initiative but continue to strengthen and develop links between smallholder farmer groups and responsible private sector traders.

Recommendations for management

⁸³ The business plans prepared jointly by FCUs and AMDe are of a high quality. For example, the Sidama Elto FCU business plan secured loans of Eth Birr 7.6 million in 2013, Eth Birr 14.4 million in 2014, and Eth Birr 6.35 million in 2015.

⁸⁴ The AKLDP project provides agriculture knowledge, learning, and policy support to USAID's FTF portfolio.

#12: *Recruit an organizational change expert to reorientate AMDe staffing, specifically increased support for: farmer level production and productivity;⁸⁵ domestic market development; and gender. Clarify the responsibilities of the AMDe and ACIDI/VOCA pooled staff and as appropriate move staff to the regions.*

#13: *Recruit an M&E specialist to improve AMDe M&E capacity. Ensure all project data are cleaned and that increased consideration is given to project outcomes and attribution, ahead of the final evaluation.*

#14: *Strengthen AMDe's capacity development work to 15 percent of the Year 5 project budget to build the capacity of priority PCs and FCUs and better equip them to continue work started with AMDe. To support this reorientation, complete all warehouse construction-related commitments and subsequently disengage from warehouse construction.*

#15: *Include representatives from the MoA, and possibly the MoT and MoI, in the final evaluation.*

General recommendations for a follow-on project

The Evaluation Team recommends that USAID provide follow-on funding for a minimum of another five years and therefore welcomes USAID's commitment to fund AGP Component 4: Agriculture Marketing and Value Chains, sub-component d—strengthening of selected livestock and crop value chains. While welcoming this commitment, the Evaluation Team recommends that USAID support for AGP be more focused to achieve FTF development objectives, specifically that a follow-on program operate in a smaller ZoI and with fewer partners. Within these ZoI, it is recommended that, in addition to continuing to support agriculture marketing, significant increased emphasis is given to: smallholders with holdings of less than one hectare—perhaps 70 percent of planned project beneficiaries; sustainable agriculture production and productivity, including soil health, land management, and land tenure; women in agriculture—women-headed and women in male-headed households; and the private sector, in particular small- and medium-sized businesses. In addition, the Evaluation Team recommends that USAID provides better layered and sequenced support within its ZoI that includes social protection, WASH, nutrition, health, and education and that, through this integrated and coordinated approach, USAID play a lead role in poverty and stunting reduction that will be replicated by others.

The Evaluation Team finds that USAID should exercise increased leadership to contextualize global FTF indicators and guide FTF implementing partners to key indicators that will track progress to address Ethiopia's poverty and stunting challenges.

Specific recommendations for a follow-on project include:

#16: *Reorientate the value chains: hand off coffee and wheat to the industry associations and other development partners, including, as appropriate, the EU, a USAID-funded innovation lab project holder, and ATA; build a more integrated approach to cereal value chains that includes maize,⁸⁶ malt barley, and sorghum—grown by large numbers of poorer smallholders; expand the honey value chain—assisting larger numbers of poor women with little or no land; and integrate chickpeas into a legumes/pulses value chain for domestic markets—legumes offer important soil health and nutrition outcomes. USAID could therefore support the following value chains:*

- *Cereals—maize, malt barley, and sorghum*
- *Honey—for domestic markets (with an emphasis on women)*
- *Legumes—for domestic markets*

#17: *Ensure that capacity building, institutional development, and gender are key components of a follow-on project, are appropriately funded and delivered within a holistic capacity-building approach.*

⁸⁵ The Evaluation Team is keen to see that the USAID Ethiopia Mission strengthens its support of production and productivity and therefore achieves a more balanced agriculture sector portfolio. The Evaluation Team is of the view that the Mission is at present too market-focused.

⁸⁶ With a focus on open pollinated varieties.

#18: *Reduce managerial complexity—sub-contract the productivity, value chain development, aggregation, and domestic market development components to specialist NGOs with a proven track record in Ethiopia. The project holder can then better focus on management, coordination, monitoring—data collection, collation, analysis, documentation—learning, and championing evidence-based good practice, including with AGP2. The follow-on project would be expected to leave Ethiopian institutes, organizations, and businesses better equipped to lead the transformation process of Ethiopian agriculture.*

Annexes

Annex 1 Statement of Work

Annex 2 Evaluation Team Members – Curriculum vitae

Annex 3 Conflict of Interest forms

Annex 4 Work plan

Annex 5 Bibliography

Annex 6 List of places visited and people interviewed

Annex 7 Tools used

ANNEX 1: STATEMENT OF WORK

MID-TERM PERFORMANCE EVALUATION

USAID/ETHIOPIA'S AGRICULTURE GROWTH PROGRAM—AGRIBUSINESS AND MARKET DEVELOPMENT (AGP-AMDe) PROJECT

Contract	Start Date	End Date	LOP Budget
AID-663-TO-11-00003	May 02, 2011	May 01, 2016	USD 49,885,436

I. INTRODUCTION

Agricultural Growth Program—Agribusiness and Market Development (AGP-AMDe) is a flagship project under USAID's Feed the Future (FTF) strategy for Ethiopia and is USAID's largest contribution to the Government of Ethiopia's (GoE) Agricultural Growth Program (AGP). It is a five-year project aimed at stimulating agricultural growth to improve national food security, generate employment, and reduce poverty in a sustainable manner. AGP is a unique initiative designed to coordinate and integrate the efforts of all development partners to ensure a shared understanding of priorities and objectives, and to avoid the duplication of efforts. The project was initiated in 2011 and will close in 2016.

In line with the overall objectives of AGP, AGP-AMDe works to sustainably reduce poverty and hunger by improving the productivity and competitiveness of value chains that offer jobs and income opportunities for rural households. AMDe uses a value chain approach to bring together relevant actors to create and take advantage of market opportunities and address shared constraints. The value chain approach, it is postulated, stimulates agricultural productivity and the growth of small-scale businesses, increasing incomes and reducing the poverty and vulnerability of smallholder farmers and rural inhabitants. This market-led approach builds cooperation among stakeholders with divergent interests, fast tracks the pace of development, and ensures the sustainability of results. Target value chains are maize, wheat, sesame, coffee, honey, and chickpeas. The project is implemented in the high rainfall regions of Amhara, Oromia, Southern Nations, Nationalities, and People's Region (SNNPR), and Tigray by strengthening agricultural productivity and markets.

The AMDe performance evaluation is expected to provide important information on the level of progress regarding planned results (both quantitative and qualitative) of the project vis-à-vis the project objectives and goal, effectiveness of the functions of the established collaboration/coordination mechanisms, and the working relationship among the implementing partners and stakeholders. The evaluation will also identify key lessons learned (both positive and negative) to inform the project's implementation in the remaining years ahead.

USAID's evaluation policy encourages independent external evaluation to increase accountability to inform those who develop programs and strategies, and to refine designs and introduce improvements into future efforts. In keeping with that aim, this evaluation will be conducted to review and evaluate the performance of the USAID-funded AMDe project activities implemented by ACDI/VOCA. The evaluation will focus on assessing the program's mid-term performance (May 2011 through June 2014) in achieving its program goal, objectives, and results.

II. BACKGROUND

USAID/Ethiopia's Country Development Cooperation Strategy (CDCS) goal—“*Ethiopia's Transformation to a Prosperous and Resilient Country Accelerated*”—is aligned with the Government of Ethiopia's (GOE's) five-year Growth and Transformation Plan (GTP), which builds on the significant expansion of the economy and basic services over the past five years. The USAID/Ethiopia CDCS comprises three Development Objectives (DOs) and one Support Objective. The Economic Growth and Transformation (EG&T) office, in coordination with the Alternative Livelihoods and Transition (ALT) office, implements DO1 (Increase economic growth with resiliency in rural Ethiopia). As shown in the DO Results Framework (As shown in the DO Results Framework

in Annex I), the achievement of this DO depends upon the combined success of five interdependent intermediate results (IRs). The strategy will demonstrate the potential of market-based agricultural development to reduce poverty and promote sustainable livelihoods for chronically food-insecure households.

The Feed the Future (FTF) Strategy, which is the key component of DO1, aims to sustainably reduce poverty and hunger through investments in the performance of the agricultural sector, in improved nutrition, and in the improved capacity of vulnerable households to meet their food needs. FTF investments will lead to improvements in food availability, access, and utilization. A better-performing agriculture sector should improve both food availability and access, while improved food access and utilization will improve nutrition. The strategy demonstrates the potential of market-based agricultural development to reduce poverty and promote sustainable livelihoods for chronically food-insecure households. The strategy utilizes a *Push-Pull* Model that seeks to build the capacity of vulnerable and chronically food-insecure households to participate in economic activity (the “*push*”), while mobilizing market-led agricultural growth to generate relevant economic opportunity and demand for smallholder production, labor, and services (the “*pull*”).

AGP-AMDe project is designed to achieve USAID’s overall goal to sustainably reduce poverty and hunger by improving the productivity and competitiveness of value chains that offer jobs and incomes for rural households. The project has applied a comprehensive approach to strengthen the private sector and link farmers to sustainable livelihoods along key agricultural value chains. Activities have been driven by gender-sensitive value chain analyses that incorporate a dual focus on tangible aspects such as infrastructure, institutions, technologies, and prices, together with intangibles such as trust, industry leadership potential, and the value placed on learning. This analysis enabled AGP-AMDe to provide the right mix of targeted technical assistance, capacity building and institutional strengthening, and critical public and private partnership development. The project promotes innovation and incentives through smart subsidies to enhance knowledge, increase opportunities, and inform choices that catalyze and drive changes in behavior, investment, and production.

ACDI/VOCA, the prime contractor to the AGP-AMDe project, has assembled a team of sub-contractors with diverse skills and broad experience that offers the specific competencies to deliver results across AGP-AMDe. **ACDI/VOCA** is the lead organization of the team as well as technical lead on the value chain and financial services components. **IFDC** offers its extensive experience in the development of commercial agro-input systems. **Booz Allen Hamilton** leads the enabling environment component, supported by technical assistance from **John Mellor & Associates** on agriculture policy reform. **Danya** provides a strategic communications plan which will guide AGP-AMDe’s use of communication tactics to increase behavior change, adopt technology, facilitate learning, and increase overall project outcomes. **Kimetrica** brings its ki-projects™ platform to strengthen the monitoring and evaluation system. **CQI** provides targeted technical support to development of the coffee value chain. **Crown Agents** provides demand-driven technical assistance.

Since its inception, the AGP-AMDe project produced notable achievements against targets set. Under the Task Order, ACDI/VOCA has had success addressing systemic constraints through the following activities:

- Building the internal financial and risk management capacity of Farmer Cooperatives Unions (FCUs), commercial farmers, and agri-businesses
- Facilitating debt financing through intensive technical support to FCUs and Primary Cooperatives (PCs) on business plan development and meeting loan application requirements, linking potential borrowers to financial institutions for loans to invest in agricultural technology and machinery upgrades
- Promoting and facilitating uptake of new products and technologies, such as leasing, in collaboration with other programs and pilots for community warehouse receipt systems and mobile banking
- Supporting marketing programs, such as the WFP P4P program in which we provide direct technical assistance to FCUs to meet sales contract agreements of quality and quantity, and supporting Agricultural Transformation Agency (ATA) to increase FCUs’ access to agricultural machinery to improve their productivity

- Stimulating equity investment in agro-processing in partnership with RENEW Strategies, drawing increased international, private sector investors to Ethiopia

Intended Project Results

The following chart summarizes the various anticipated results for the AGP-AMDe project.

Activities 	Outputs 	Outcomes 	Impacts
• Conduct value chain analysis with financial, enabling environment, nutrition, and gender lenses; strategy and vision development • Build relationships that enable value chain actors to respond to end-market opportunities • Promote transparency and trust in vertical linkages • Activities to strengthen horizontal linkages • Activities to strengthen supporting markets, including input supply, storage, ICT, transport, and training/BDS • Develop TOT and materials on health and nutrition themes; Train GoE AGP implementers who will train DAs to deliver health/nutrition messages	• Initial analysis and vision/strategy document; plan for integration of cross-cutting themes; regular updates and ongoing documented learning • Buyers identified and engaged with suppliers • Stakeholders' workshops and smaller meetings held • Increased and repeated transactions between buyers, suppliers, and support service providers • Cooperatives and associations assessed and trained • New commercial input suppliers entering the market • Storage facilities rehabilitated or established; possibility of private sector warehouse operators explored • Information about ECX grading system disseminated • Trade fairs attended, trainings in export promotion held • Market information delivered through local entities • Service providers linked to clients, trainings co-financed • Health/nutrition materials developed; TOTs held; follow-up TA conducted to ensure messages reach smallholders through DAs	• Project follows clear strategy for achieving vision; project is able to adjust interventions based on observations • Increased sales and learning flows between buyers and suppliers, including smallholder farmers and vulnerable groups • Increased trust and transparency between value chain actors • Smallholder farmers consistently able to understand and achieve quality standards • Balanced distributions of benefits in the value chain, leading to incentives for ongoing upgrading at multiple levels • Increased use of support services by smallholders (including embedded services) • Private sector input suppliers selling improved inputs and providing embedded services • Households receive and apply new information about improved health/nutrition practices	<u>Value chain level:</u> • Increased competitiveness of value chains • Increased responsiveness to end-market opportunities through new technologies and relationship structures • Supporting markets serving value chain actors and adapting to trends in demand for inputs, training, ICT, transport, and other services • Expanded reach and variety of financial services available to value chain actors • More supportive environment for financial sector and value chain growth <u>Firm level:</u> • Increase in number and activity of agricultural enterprises including input suppliers, aggregators, exporters, and service providers • Increased profits from agriculture, especially for smallholders • Improved cash flow and access to finance for investment <u>Household level:</u> • Increased income • Increased employment • Reduced poverty • Improved food security and nutrition
• Build capacity of financial institutions • Develop new financial products and services • Build capacity of financial sector associations • Stimulate lending through guarantee funds • Work with agricultural enterprises to establish alternative forms of collateral • Facilitate policy and regulatory improvements • Leverage the investments of RUFIP	• Trainings conducted for commercial banks and MFIs • TOT held with EBA and AEMFI • TA and training held for MFIs to improve marketing to women • New products designed and piloted to meet the needs of smallholders and other value chain actors • Products rolled out; staff of financial institutions trained in new products • TA delivered to financial sector associations in agricultural lending, risk management, and product development • Increased creditworthiness of agricultural enterprises • Public-private dialogue stimulated; reforms achieved • Meetings and joint activities carried out with RUFIP	• Increased ability and willingness of commercial banks and MFIs to lend to the agricultural sector • Financial institutions able to tailor products to the needs of target clientele including women and smallholder farmers • Financial institutions participating in the DCA program • Financial sector associations facilitate increased focus on agricultural lending • Policy and regulatory framework conducive to growth • RUFIP adequately reaching and serving value chain actors	
• Promote public-private dialogue • Build the capacity of the public sector • Design improvements in policies and regulations	• Meetings and workshops held with trader and exporter associations, cooperative unions, and other civil society institutions	• Stakeholder buy-in to reform process • Reduced enforcement costs	

Facilitate access to international markets	- TA and training provided to MOARD staff - Reforms to administrative procedures - Training and TA provided to Ministry of Trade and other relevant institutions	- More efficient administrative processes - Policies that better support value chain growth - Increased government ability to analyze and plan policy change - Ministry of Trade better able to analyze and alleviate trade constraints	
Develop, disburse, and monitor strategic grants through Innovation and Demonstration Funds	- Large and small grants disbursed to address systemic constraints related to the policy environment, lack of access to finance, disincentives for investing, etc. - Partial subsidies introduced and phased out as value chain actors demonstrate willingness to invest	- Perceived risk reduced through observed benefits of investment in upgrading - Innovation becomes the norm as more value chain actors invest in new technologies	

III. PROJECT GOALS AND OBJECTIVES

In line with the overall objectives of AGP and the Agricultural Transformation Agency (ATA) national strategies, AGP-AMDe is designed to sustainably reduce poverty and hunger by improving the productivity and competitiveness of value chains that offer jobs and income opportunities for rural households.

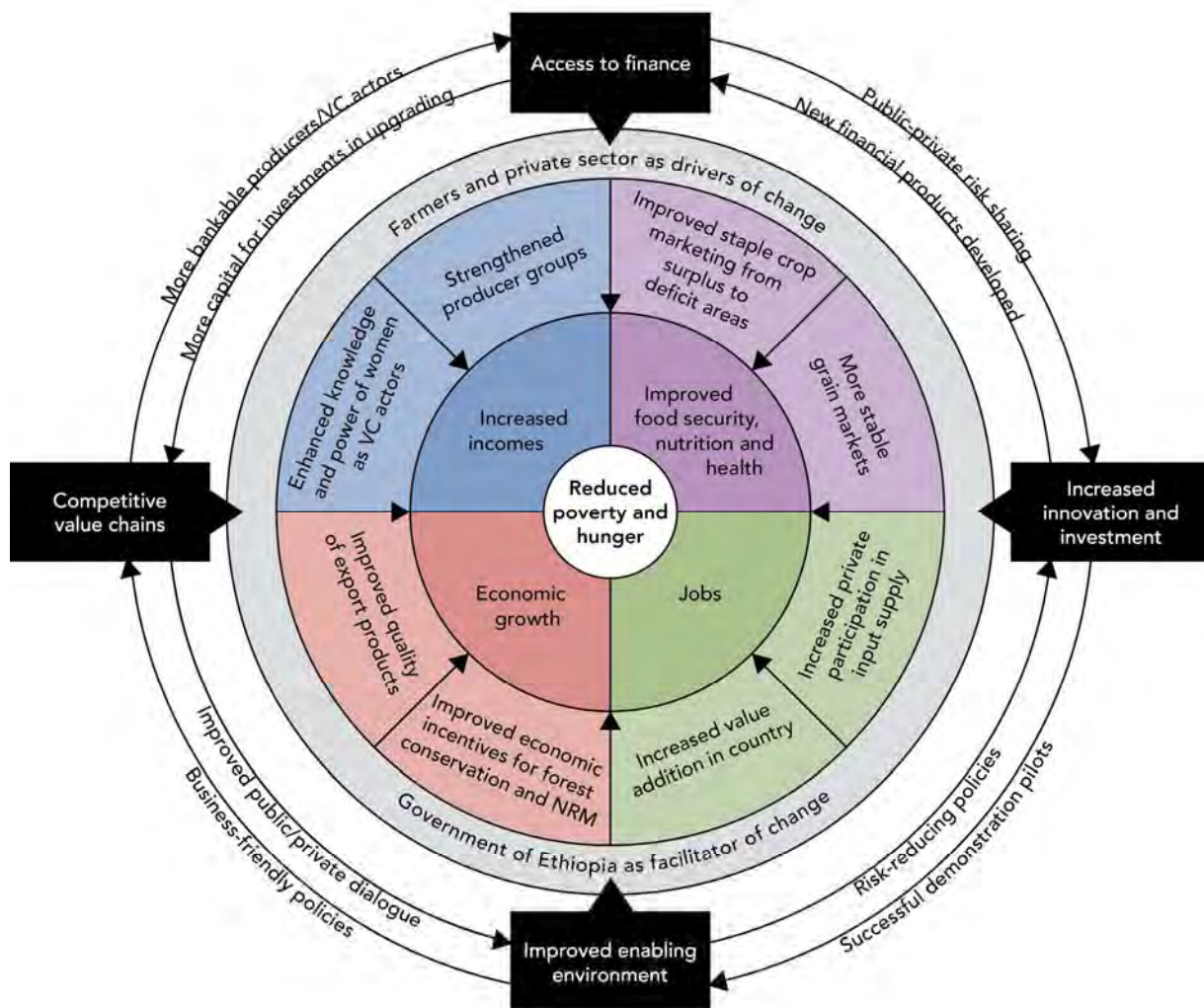
AGP-AMDe project activities are intended to directly contribute to USAID's development objective of Increased Economic Growth with Resiliency in Rural Ethiopia through targeted intermediate results in the areas of:

- Improved competitiveness of selected value chains
- Improved inputs—both seed and fertilizers
- Improved access to finance and investment
- Business enabling environment
- Innovation fund (focus on implementation rather than disbursement)

The program consists of four major components:

1. **Improved competitiveness of selected value chains:** Under Component 1, the AGP-AMDe is increasing market competitiveness and improving market access for smallholder farmers by facilitating improvements in capacity of the cooperative sector, private traders, processors, and service providers, as well as creating specific market linkages between various industry actors. The project is supporting an increased value and volume of sales in domestic and export markets.
2. **Improved access to finance:** Under Component 2, AGP-AMDe is building on Component 1 activities to improve access to finance for input and output purchases and investment for cooperatives and agro-dealers through the development of business plans, financial plans, and loan applications for input/output and medium-term capital. The project is also developing new or enhancing existing financial products for cooperatives and agribusinesses that commercial banks provide. Additionally, improving access to production and output financing for smallholder producers is also included here.
3. **Improved enabling environment of selected value chains:** Under Component 3, AGP-AMDe is largely focusing on fertilizer and seed policy changes to be officially adopted by the GoE, and subsequently rolled out throughout the country. Additionally, the project is addressing agricultural finance, streamlining regulations supporting trade of inputs and outputs, warehouse management regulations, and gender-enabling environment constraints. These constraints have been identified and prioritized with ATA and GoE, and joint initiatives are being planned and implemented to address them.
4. **Stimulate increased innovation and investment:** The Innovation Fund, a key resource available to the AGP-AMDe project, is facilitating investments in a broad range of competitiveness-enhancing activities, with specific focus placed on innovative approaches and technologies. It cuts across all areas and supports many of the activities under Components 1 and 2.

AGP-VC Results-Oriented Integration:



IV. PURPOSE AND USE OF THE EVALUATION

The main purpose of this midterm performance evaluation is to provide the AGP-AMDe team and USAID with an objective assessment of project progress towards achieving its objectives, the effectiveness of the AGP-AMDe partnerships, and any strengths and challenges. The findings and recommendations from this mid-term evaluation are therefore expected to inform management decision-making processes and improve performance towards the achievement of AGP-AMDe's key results and goal. The evaluation findings will also help inform the design of future similar projects.

Specifically, the evaluation will:

1. Assess the extent to which planned results (both the quantitative and qualitative) of the project have been achieved vis-à-vis the project objectives and goal
2. Assess the programmatic and cost effectiveness of the project's approaches during implementation towards achievement of its objectives and key results
3. Assess whether or not the project activities are replicable and sustainable with supporting evidence

4. Identify lessons learned and challenges and make clear, explicit, and actionable recommendations. Suggestions will be made for improving not only project performance but also the design and implementation of future similar projects.

V. EVALUATION QUESTIONS

A. Performance Results

1. To what extent is the AGP-AMDe Project progressing against planned objectives as outlined in its Performance Management Plan (PMP) and Work Plan?

The evaluation should analyze actual results versus the targets outlined in the Project PMP within the activity's different technical areas (*value chain competitiveness, access to finance, influencing the enabling environment, innovation grant disbursements, and anticipated outcomes and cross cutting themes*), including identifying successful and unsuccessful approaches leading to the achievement of its objectives. In addition, any evidence that suggests AMDe may be under- or over-reporting results against its indicators should be identified.

2. To what extent has this project contributed to gender equity in terms of access to credit, access to capacity building support, access to and adoption of improved inputs and technologies, and income increase as the result of incremental sales of agricultural commodities? Are there evidences supporting positive changes in the aforementioned areas?
3. What has been AMDe's contribution to the improvement of Nutritional Status of Women and Children? What are the evidences of that?
4. What is the impact of the resources spent (financial + human) and performance per value chain, i.e., what is the relative value generated in terms of productivity and income increase, employment generation per value chain to resources spent? (i.e., Which value chains have the highest returns per dollar spent?)

B. Project Design and Management

1. Which among the following AMDe's partnerships have been the most effective in terms of their collaboration and coordination to implement AGP-AMDe? Which ones have been the least effective? In both cases, what is contributing to these partnerships' success and challenges?
 - a. Other AGP program components implemented by government agencies
 - b. Other AGP program partners: both GoE (this includes Ministry of Agriculture, Ministry of Trade, Ministry of Industry, Federal Cooperative Agency, etc.), ATA, and other donors
 - c. Other Feed the Future projects, especially LMD, ENGINE, and GRAD

C. Sustainability

1. Which of the components and/or project activities can easily be scaled up in the future based on measurable, practical, and sustainable results:
 - Enhancing agricultural productivity
 - Access to finance
 - Access to markets

D. Management

1. Given the findings in the above questions, does the Project have the right balance of staff and funding given activity priorities? Is there an appropriate balance between the resources (staff and budget), their management, and the activities the project intends to accomplish?

VI. EVALUATION METHODS

A recommended evaluation design and data collection methods are presented below. However, the evaluation team will be responsible for refining the design as recommended below or proposing an alternative design for consideration and approval by USAID. The evaluation strategy and data collection methodologies should include mixed methods for better triangulation and validation of findings. ***The team should present an evaluation questions matrix showing the source of data, method of data collection, and also the tool to be used to answer each of the evaluation questions.*** The methodology will be presented as part of the draft work plan as outlined in the deliverables below, approved by USAID/Ethiopia and included in the final report. The evaluation team will have available for their analysis a variety of program implementation documents, baseline surveys, and reports. Methodology strengths and weaknesses should be identified, as well as measures taken to address those weaknesses. All data collected and presented in the evaluation report must be disaggregated, as appropriate, by gender, geography, and value chain.

(a) EVALUATION DESIGN

It is recommended that a non-experimental design be used that will focus on measuring project results before and after project implementation using project monitoring and survey data (primary and secondary data). The before-project data should be drawn from the baseline survey report produced by the implementing partners. The after-project implementation data should consider both primary and secondary information and need to be both qualitative and quantitative in nature. The evaluation team is expected to strengthen this design to make it as rigorous as possible or propose alternative evaluation designs for consideration.

(b) DATA COLLECTION METHODS

As stated above, the evaluation team will be responsible for proposing an appropriate evaluation design and data collection methods. The team should consider mapping the research questions against the quantitative and qualitative data in a matrix/table to show how each research question will be answered. However, it is also recommended that the data collection methods should include the following:

Use of quantitative data should include, but not be limited to:

- Comparison of current indicator values to baseline data for select output and outcome indicators
- Map out the project results against performance measure indicators to show the total number of indicators under each result and whether performance is met/on target (90–100%), exceeded (>100%), or not achieved (<=89%)

Approaches to collect qualitative data could include but are not limited to:

- Document Reviews
- Key Informant Interviews
- Focus Group Discussions (FGDs)

The size of the potential pools of respondents for key informant interviews and focus group discussions as well as the criteria for selection (random, purposive, mixed) should be of sufficient size to make meaningful but not necessarily statistically significant conclusions as determined by AKLDP and the consultant.

VII. EXISTING PERFORMANCE INFORMATION SOURCES

The consultants will review the following documents:

- a) Project descriptions and modifications
- b) Project work plans

- c) Quarterly reports
- d) Annual reports
- e) Budget and financial reports
- f) PMP and other M&E documents
- g) Baseline surveys and formative research
- h) Project performance data
- i) Projects gender analysis/value chain assessments/other surveys
- j) Project-generated assessments
- k) GoE reports on AGP and other related documents
- l) Project performance data
- m) Relevant external evaluations from other sources (e.g., other donors)

A data analysis plan should be developed by the evaluation team based on specific USAID expectations included in this scope of work. ***The data analysis should include sex disaggregation and other gender considerations for this evaluation based on the Missions and Projects Gender strategies.*** Other relevant disaggregation of data such as value chains could also be included where appropriate. The evaluation team is expected to refine this in the development of the methodology.

Limitations of the design and methodology should be reflected in the evaluation report.

VIII. TEAM COMPOSITION

The evaluation team shall consist of one independent international expert, serving as the team lead and primary coordinator with USAID, as well as two high-level Ethiopian experts, at least one of whom can also serve as an interpreter. All team members must have professional-level English speaking and writing skills.

The technical team members must all have significant experience in agriculture, agribusiness/agriculture commercialization, and food security-related programs. In addition to the three technical team members, the team should include a mid-level social scientist with strong quantitative analytical skills. The team should also have Ethiopian country or East Africa regional experience, along with comparative experience in grant management and administration, access to finance, and agriculture policy-related programming in other countries or regions of the world.

Sound experience in conducting evaluations or research is expected of all members, and experience in developing strategies would be useful. Ability to conduct interviews and discussions in local languages and provide accurate translations into English for at least one team member is essential.

A statement of potential bias or conflict of interest (or lack thereof) is required of each team member.

USAID may propose internal staff members from USAID/Ethiopia as well as from Washington under one of the following conditions: (1) where USAID contributes a unique expertise; and (2) for USAID capacity building. If any USAID staff is proposed to participate on the evaluation team, their role may include some or all of the following functions:

- Provide, when asked, background information on the activity and respond to questions from the external evaluators
- Contribute to data collection and analysis efforts
- Review and comment on the final evaluation report for its accuracy

The evaluation team lead will be responsible for ensuring the integrity of the external evaluation, including alerting the Mission Program Office if any USAID participants on the evaluation team are overstepping their role.

Team Leader (one): The team leader should have an expertise in agriculture, agribusiness/agriculture commercialization, and food security-related programs with at least ten years of work experience. He/she

will be responsible for overall management of the evaluation, including coordinating and packaging the deliverables in consultation with the other members of the external team. The team leader must have strong team management skills and sufficient experience with evaluation standards and practices to ensure a credible product. The team leader will develop tools for the evaluation and a design plan and share it with USAID/Ethiopia for their approval. The team leader will develop the outline for the draft report, present the report and, after incorporating USAID/Ethiopia staff comments, submit the final report to USAID/Ethiopia within the prescribed timeline. The team leader must be fluent in English and have strong writing skills.

Local Ethiopian Experts (two): The Ethiopian experts should have experience with agriculture, agribusiness/agriculture commercialization, and food security-related programs in Ethiopia, with at least five years' work experience in monitoring and evaluation. The Ethiopian experts should also be proficient in English and Amharic.

IX. EVALUATION SCHEDULE

The estimated time period for undertaking this evaluation is 45 work days for the entire team, with the exception of the Team leader, who will have 60 working days. At least 20 work days for all team members should be spent in Ethiopia. The ideal arrival time is October 15, 2014; however, the arrival date will be finalized between USAID and AKLDP, the organization conducting the evaluation.

The evaluation team is required to work six days a week. The team is required to travel to selected *woredas* in each region where project activities are being implemented. While the teams are in Ethiopia, at least 50% of their time will be spent outside Addis Ababa to conduct interviews with project staff, government partners, and project beneficiaries. The evaluation team will prepare an exit briefing and presentation of the findings, which it will deliver to USAID staff before the consultants depart Ethiopia. Also, the evaluation team will submit a draft report 48 hours in advance of the exit briefing for review and comments by USAID. Comments from USAID will be incorporated before the submission of the final draft.

The final report with USAID and consultant revisions should be submitted by November 30, 2014, assuming the field work starts as planned on October 15, 2014.

An illustrative table for Level of Effort (LOE) is below. The Contractor is expected to submit a detailed LOE.

Activity	Expat Team Leader	Ethiopian Evaluation Specialists (2)
Document review, work plan, draft questions, data analysis plan, suggested list of interviewees, finalized data collection tools/instruments for the interview protocols	5	10
Travel to/from Ethiopia	4	
In-briefing with USAID in Addis Ababa	1	2
Interviews in Addis Ababa	4	8
Interviews or survey work in project/activity areas	18	36
Mid-term briefing and interim meetings with USAID	2	2
Data analysis, preliminary report, and presentation preparation	8	16
Draft evaluation report	10	8
Final exit presentation to USAID (with PowerPoint presentation and draft evaluation report)	2	2

Final exit presentation to relevant partners (with PowerPoint presentation)	1	2
USAID comments on the initial final report (10 days)	-	-
Final evaluation report	4	4
One-page briefer preparation	1	0
Totals	60	90

Travel over weekends may be required during site visits. Note that September 11, 2014 and September 27, 2014 are national holidays and thus the US Embassy and USAID are closed on these days.

X. USAID MANAGEMENT

Roles and Responsibilities

USAID: USAID is responsible for: approving the evaluation SOW; reviewing and approving evaluation team member candidates; approving the work plan, including LOE; and providing feedback and comments to refine the final report, while always maintaining the objectivity of the evaluation findings and ensuring feasibility of the recommendations. From a technical management perspective, the evaluation team will work closely with the COR for the AGP-AMDe Project. In order to maintain objectivity, all final decisions about the evaluation will be made by the Program Office.

Tufts University (TU)/AKLDP: The management of the evaluation will be handled by TU/AKLDP. TU/AKLDP is responsible for: recruiting and managing the evaluation team; developing contracts for the evaluation team; managing finances related to the evaluation team's expenses during the evaluation; refining data collection tools; and participating in review sessions on the draft and final evaluation report.

XI. LOGISTICS

The USAID-funded AKLDP project will provide the administrative and logistics support.

XII. REPORTING REQUIREMENTS AND DELIVERABLES

A. DESCRIPTION AND TIMELINE OF DELIVERABLES

1.In-briefing: Within 48 hours of arrival in Addis Ababa, the evaluation team will have an in-brief meeting with USAID/Ethiopia's Program Office and the EG&T Office for: introductions; presentation of the team's understanding of the assignment; initial assumptions; review of the evaluation questions, survey instruments, and initial work plan; and adjustment of the SOW, if necessary.

2.Evaluation Work Plan: Prior to their arrival in-country, the evaluation team shall provide a detailed initial work plan with timeline to the Program Office and EG&T Office and a revised work plan three days after the in-briefing. USAID will share the revised work plan with GoE for comment, as needed, and will revise accordingly. The initial work plan will include: (a) the overall evaluation design, including the proposed methodology, data collection, and analysis plan, and data collection instruments; (b) a list of the team members indicating their primary contact details while in-country, including the e-mail address and mobile phone number for the team leader; and (c) the team's proposed schedule for the evaluation. The revised work plan shall include the list of potential interviewees, sites to be visited, and evaluation tools.

3.Mid-term Briefing and Interim Meetings: Schedule a mid-term briefing with USAID to review the status of the evaluation's progress, with a particular emphasis on addressing the evaluation's questions and a brief update on potential challenges and emerging opportunities. The team will also provide the COR of AGP-AMDe project with periodic written briefings and feedback on the team's findings. Additionally, a weekly 30-minute phone call with the Program Office and the EG&T Office and Team

Leader will provide updates on field progress. If there are any problems, these should be immediately addressed and not be left for the phone calls.

4. PowerPoint and Final Exit Presentation: A final presentation to USAID and other relevant partners will include a summary of key findings and key conclusions as these relate to the evaluation's questions and recommendations to USAID and the implementing partners. It is to be scheduled as agreed upon during the in-briefing, and five days prior to the evaluation team's departure from Addis Ababa. A copy of the PowerPoint file will be provided to the USAID's EG&T and the Program Offices prior to the final exit presentation.

5. Draft Evaluation Report: The content of the draft evaluation report is outlined in Section XIII.B, below, and all formatting shall be consistent with the USAID branding guidelines and 508 compliance. The focus of the report should be answering the evaluation questions and may include factors the team considers to have a bearing on the objectives of the evaluation. Any such factors can be included in the report only after consultation with USAID. The draft evaluation report will be submitted by the evaluation team leader to the USAID's EG&T, Program Office, and TU/AKLDP 24 hours in advance of the exit briefing for review and comments by USAID. USAID's Program Office and EG&T will have ten business days in which to review and comment and TU/AKLDP shall submit all comments to the evaluation team leader.

6. Final Evaluation Report: The report will incorporate final comments provided by the TU/AKLDP. The length of the final evaluation report should not be more than 30 pages, not including Annexes and the Executive Summary. USAID comments are due within ten days after the receipt of the initial final draft. The final report should be submitted to the USAID's EG&T and Program Office within three days of receipt of comments by the evaluation team leader. All project data and records will be: submitted in full in electronic form in easily readable format; organized and fully documented for use by those not fully familiar with the project or evaluation; and owned by USAID and made available to the public, barring rare exceptions, on the USAID Development Experience Clearinghouse (<http://dec.usaid.gov>).

7. One-page briefer: A briefer on key qualitative and quantitative findings and conclusions relative to the evaluation questions for each municipality is included in the evaluation's scope—to be given to the appropriate government counterpart(s) so that they have the opportunity to review evaluation findings and share them with the larger community. Each briefer will be reviewed by the Program Office and EG&T prior to distribution and will be translated into Amharic.

B. FINAL REPORT CONTENT

The evaluation report shall include the following:

- 1. Title Page**
- 2. Table of Contents (including Table of Figures and Table of Charts, if needed)**
- 3. List of Acronyms**
- 4. Acknowledgements or Preface (optional)**
- 5. Executive Summary (3–5 pages)**

The executive summary should succinctly capture the evaluation purpose and evaluation questions, project background, evaluation design, methods, and limitations, and the findings, conclusions, and recommendations.

6. Introductory Chapter

- a. Brief description of FTF, ZoI, and AMDe intervention areas

- b. A description of the project evaluated, including goals and objectives.
 - c. Brief statement on purpose of the evaluation, including a list of the main evaluation questions.
 - d. Brief statement on the methods used in the evaluation such as desk/document review, interviews, site visits, surveys, etc.
 - e. Explanation of any limitations of the evaluation—especially with respect to the methodology (e.g., selection bias, recall bias, unobservable differences between comparator groups, etc.)—and how these limitations affect the findings.
7. **Findings:** This section should include findings relative to the evaluation questions. The information shall be organized so that each evaluation question is a sub-heading. Any findings examining group differences (i.e., sex, region, etc.) should indicate instances in which differences are statistically significant.
8. **Summary and Conclusions:** This section must answer the evaluation questions based upon the evidence provided through the Findings section. The information shall be organized so that each evaluation question is a sub-heading.
9. **Recommendations and Next Steps:** Based on the conclusions, this section must include actionable statements that can be implemented into the existing program or included into future program design. Recommendations are only valid when they specify who does what, and relate to activities over which the USAID program has control. For example, recommendations describing government action are not valid, as USAID has no direct control over government actions. Alternatively, the recommendation may state how USAID resources may be leveraged to initiate change in government behavior and activities. It should also include recommended future objectives and types of specific activities based on lessons learned. The information shall be organized so that each evaluation question is a sub-heading.
10. **Annex:** The annexes to the final evaluation report should be submitted as separate documents—with appropriate labels in the document file name (e.g., Annex 1—Evaluation SOW) and headers within the document itself—and may be aggregated in a single zipped folder.
- a. Evaluation Statement of Work
 - b. Places visited; list of organizations and people interviewed, including contact details
 - c. Evaluation design and methodology
 - d. Copies of all tools such as survey instruments, questionnaires, discussions guides, checklists
 - e. Bibliography of critical background documents
 - f. Meeting notes of all key meetings with stakeholders
 - g. “Statement of Differences”
 - h. Evaluation Team CVs
 - i. Disclosure of Conflict of Interest (signed by each member)

C. REPORTING GUIDELINES

- The format of the report shall be consistent with the USAID branding guidelines and 508 compliance.
- The evaluation report should represent a thoughtful, well-researched, and well-organized effort to objectively evaluate what worked in the project over the given time period, what did not, and why.
- Evaluation reports shall address all evaluation questions included in the statement of work.
- The evaluation report should include the statement of work as an Annex. All modifications to the statement of work, whether in technical requirements, evaluation questions, evaluation team composition, methodology, or timeline need to be agreed upon in writing by the Program Office.

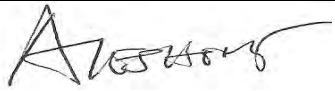
- Evaluation methodology shall be explained in detail and all tools used in conducting the evaluation such as questionnaires, checklists, and discussion guides will be included in an Annex in the final report.
- Evaluation findings will assess outcomes and impact on males and females, and data will be disaggregated by gender, age group, and geographic area wherever feasible.
- Limitations to the evaluation shall be disclosed in the report, with particular attention to the limitations associated with the evaluation methodology (selection bias, recall bias, unobservable differences between comparator groups, etc.).
- Evaluation findings should be presented as analyzed facts, evidence, and data and not based on anecdotes, hearsay, or the compilation of people's opinions. Findings should be specific, concise, and supported by strong quantitative and/or qualitative evidence.
- Sources of information, including any peer-reviewed or grey literature, will be properly identified and listed in an Annex.
- Recommendations will be supported by a specific set of findings. They will also be action-oriented, practical, and specific, with defined responsible parties for each action.

Annex 2 Evaluation Team Members – Curriculum vitae

Annex 3: Conflict of Interest forms

U.S. Governmental Evaluator

CONFLICT OF INTEREST AND NON-DISCLOSURE STATEMENT

Conflict of Interest Form	
Source Selection Name: Amdissa Teshome	RFA Number:
Please review the list of prime contractors and their subcontractors who are offering proposals in response to the Request for Application for the source selection identified above with the Contracting Officer. After reviewing the list, check the appropriate boxes, fill in the information requested, and sign.	
☒	I certify that neither I nor my immediate family, to the best of my knowledge, possess any financial interest whatsoever in any company, parent or subsidiary, which is proposing on the acquisition identified above now being considered by the Technical Evaluation Committee (TEC) of which I am a member or advisor. Should any company in which I or my immediate family has a financial interest submit a proposal to my source selection team, I will reveal immediately such interest to the TEC Chairperson and Contracting Officer.
Or	
☐	I do possess a financial interest in a company that is proposing on or is in a way involved in the acquisition identified above now being considered by the TEC of which I am a member or advisor. (If you have checked this box, please provide a description of your financial interest on the reverse side of this form.)
I further acknowledge my obligation to disclose any friendships; family or social relationships; past, present, or planned employment relationships, or any other type of relationship, such as housing or transportation arrangements which might be perceived as compromising my independent judgment in connection with the Source Selection. (Please, make any disclosures on the reverse of this form.)	
Name (print): Amdissa Teshome	
Organization: USAID/Ethiopia	Phone: +251 (0) 911177069
Signature: 	Date: 18/01/15

Non-Disclosure Form	
Name: Amdissa Teshome	Organization: AKLDP/Tufts
Source Selection Name:	RFA Number:
1. I acknowledge that I have assigned to the source selection indicated above. I have been briefed orally by the COP and as such, am knowledgeable of Subsection 27 of the Office of Federal Procurement Policy (OFPP) Procurement Integrity Act, 41 U.S.C., Section 423, and FAR 3.104. I am aware that unauthorized disclosure of source selection or proprietary information could damage the integrity of this procurement and that the transmission or revelation of such information to unauthorized persons could subject me to prosecution under the Procurement Integrity Laws or under other applicable laws. 2. I do solemnly swear or affirm that I will not divulge, publish, or reveal by word, conduct, or any other means, such information or knowledge, except as necessary to do so in the performance of my official duties related to this source selection and in accordance with the laws of the United States, unless specifically authorized in writing in each and every case by the Contracting Officer or duly authorized representative of the United States Government. I take this obligation freely, without any mental reservation or purpose of evasion and in the absence of duress. 3. I acknowledge that the information I receive will be given only to persons specifically granted access to the source selection information and may not be further divulged without specific prior written approval from an authorized individual. 4. If, at any time during the source selection process, my participation might result in a real, apparent, possible, or potential conflict of interest, I will immediately report the circumstances to the Source Selection Authority/Contracting Officer.	
☐ Check if applicable: I am a non-government employee. I have signed a proprietary information non-disclosure agreement that has been included in the contract between my firm and the government that precludes me from divulging any proprietary data to which I may gain access during the source selection. I have submitted (or will submit) a Conflict of Interest Statement and documentation to the Contracting Officer indicating my personal stock holdings prior to accessing source selection information.	
Signature: 	Date: 18/01/15
Debriefing Certificate	
I have been debriefed orally by the COP as to my obligation to protect all information to which I have had access during this source selection. I no longer have any material pertinent to this source selection in my possession except material that I have been authorized in writing to retain by the Source Selection Authority/Contracting Officer. I will not discuss, communicate, transmit, or release any information orally, in writing, or by any other means to anyone after this date unless specifically authorized to do so by a duly authorized representative of the United States Government.	
Signature: 	Date: 18/01/15

Non-Disclosure FormName: AMARE GHIZZAWOrganization: USAID-AKDP

Source Selection Name:

RFA Number:

1. I acknowledge that I have assigned to the source selection indicated above. I have been briefed orally by the COP and as such, am knowledgeable of Subsection 27 of the Office of Federal Procurement Policy (OFPP) Procurement Integrity Act, 41 U.S.C., Section 423, and FAR 3.104. I am aware that unauthorized disclosure of source selection or proprietary information could damage the integrity of this procurement and that the transmission or revelation of such information to unauthorized persons could subject me to prosecution under the Procurement Integrity Laws or under other applicable laws.
2. I do solemnly swear or affirm that I will not divulge, publish, or reveal by word, conduct, or any other means, such information or knowledge, except as necessary to do so in the performance of my official duties related to this source selection and in accordance with the laws of the United States, unless specifically authorized in writing in each and every case by the Contracting Officer or duly authorized representative of the United States Government. I take this obligation freely, without any mental reservation or purpose of evasion and in the absence of duress.
3. I acknowledge that the information I receive will be given only to persons specifically granted access to the source selection information and may not be further divulged without specific prior written approval from an authorized individual.
4. If, at any time during the source selection process, my participation might result in a real, apparent, possible, or potential conflict of interest, I will immediately report the circumstances to the Source Selection Authority/Contracting Officer.

☒ Check if applicable: I am a non-government employee. I have signed a proprietary information non-disclosure agreement that has been included in the contract between my firm and the government that precludes me from divulging any proprietary data to which I may gain access during the source selection. I have submitted (or will submit) a Conflict of Interest Statement and documentation to the Contracting Officer indicating my personal stock holdings prior to accessing source selection information.

Signature: Date: 18 Jan 2015**Debriefing Certificate**

I have been debriefed orally by the COP as to my obligation to protect all information to which I have had access during this source selection. I no longer have any material pertinent to this source selection in my possession except material that I have been authorized in writing to retain by the Source Selection Authority/Contracting Officer. I will not discuss, communicate, transmit, or release any information orally, in writing, or by any other means to anyone after this date unless specifically authorized to do so by a duly authorized representative of the United States Government.

Signature: Date: 18 Jan 2015

U.S. Governmental Evaluator

CONFLICT OF INTEREST AND NON-DISCLOSURE STATEMENT

Conflict of Interest Form	
Source Selection Name: <u>AMARE GHIZAW</u>	RFA Number:
Please review the list of prime contractors and their subcontractors who are offering proposals in response to the Request for Application for the source selection identified above with the Contracting Officer. After reviewing the list, check the appropriate boxes, fill in the information requested, and sign.	
☒ I certify that neither I nor my immediate family, to the best of my knowledge, possess any financial interest whatsoever in any company, parent or subsidiary, which is proposing on the acquisition identified above now being considered by the Technical Evaluation Committee (TEC) of which I am a member or advisor. Should any company in which I or my immediate family has a financial interest submit a proposal to my source selection team, I will reveal immediately such interest to the TEC Chairperson and Contracting Officer.	
Or	
☐ I do possess a financial interest in a company that is proposing on or is in a way involved in the acquisition identified above now being considered by the TEC of which I am a member or advisor. (If you have checked this box, please provide a description of your financial interest on the reverse side of this form.)	
I further acknowledge my obligation to disclose any friendships; family or social relationships; past, present, or planned employment relationships, or any other type of relationship, such as housing or transportation arrangements which might be perceived as compromising my independent judgment in connection with the Source Selection. (Please, make any disclosures on the reverse of this form.)	
Name (print): <u>AMARE GHIZAW AMANU</u>	
Organization: <u>USAID/Ethiopia</u>	Phone: <u>+251911761376</u>
Signature: 	Date: <u>18 Jan 2011</u>

U.S. Governmental Evaluator

CONFLICT OF INTEREST AND NON-DISCLOSURE STATEMENT

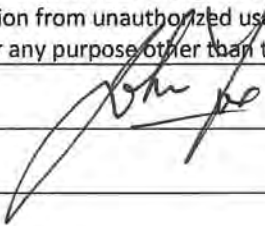
Conflict of Interest Form	
Source Selection Name: Nigussie Alemayehu	RFA Number:
Please review the list of prime contractors and their subcontractors who are offering proposals in response to the Request for Application for the source selection identified above with the Contracting Officer. After reviewing the list, check the appropriate boxes, fill in the information requested, and sign.	
☐ I certify that neither I nor my immediate family, to the best of my knowledge, possess any financial interest whatsoever in any company, parent or subsidiary, which is proposing on the acquisition identified above now being considered by the Technical Evaluation Committee (TEC) of which I am a member or advisor. Should any company in which I or my immediate family has a financial interest submit a proposal to my source selection team, I will reveal immediately such interest to the TEC Chairperson and Contracting Officer.	
or	
☐ I do possess a financial interest in a company that is proposing on or is in a way involved in the acquisition identified above now being considered by the TEC of which I am a member or advisor. (If you have checked this box, please provide a description of your financial interest on the reverse side of this form.)	
I further acknowledge my obligation to disclose any friendships; family or social relationships; past, present, or planned employment relationships, or any other type of relationship, such as housing or transportation arrangements which might be perceived as compromising my independent judgment in connection with the Source Selection. (Please, make any disclosures on the reverse of this form.)	
Name (print): Nigussie Alemayehu	
Organization: USAID/Ethiopia	Phone: (+) 251-911-111942
Signature: 	Date: 25 February 2015

Non-Disclosure Form	
Name:	Organization:
Source Selection Name:	RFA Number:
1. I acknowledge that I have assigned to the source selection indicated above. I have been briefed orally by _____ and as such, am knowledgeable of Subsection 27 of the Office of Federal Procurement Policy (OFPP) Procurement Integrity Act, 41 U.S.C., Section 423, and FAR 3.104. I am aware that unauthorized disclosure of source selection or proprietary information could damage the integrity of this procurement and that the transmission or revelation of such information to unauthorized persons could subject me to prosecution under the Procurement Integrity Laws or under other applicable laws. 2. I do solemnly swear or affirm that I will not divulge, publish, or reveal by word, conduct, or any other means, such information or knowledge, except as necessary to do so in the performance of my official duties related to this source selection and in accordance with the laws of the United States, unless specifically authorized in writing in each and every case by the Contracting Officer or duly authorized representative of the United States Government. I take this obligation freely, without any mental reservation or purpose of evasion and in the absence of duress. 3. I acknowledge that the information I receive will be given only to persons specifically granted access to the source selection information and may not be further divulged without specific prior written approval from an authorized individual. 4. If, at any time during the source selection process, my participation might result in a real, apparent, possible, or potential conflict of interest, I will immediately report the circumstances to the Source Selection Authority/Contracting Officer.	
☒ Check if applicable: I am a non-government employee. I have signed a proprietary information non-disclosure agreement that has been included in the contract between my firm and the government that precludes me from divulging any proprietary data to which I may gain access during the source selection. I have submitted (or will submit) a Conflict of Interest Statement and documentation to the Contracting Officer indicating my personal stock holdings prior to accessing source selection information.	
 Signature:	Date: 25 February 2015
Debriefing Certificate	
I have been debriefed orally by _____ as to my obligation to protect all information to which I have had access during this source selection. I no longer have any material pertinent to this source selection in my possession except material that I have been authorized in writing to retain by the Source Selection Authority/Contracting Officer. I will not discuss, communicate, transmit, or release any information orally, in writing, or by any other means to anyone after this date unless specifically authorized to do so by a duly authorized representative of the United States Government.	
 Signature:	Date: 25 February 2015

Disclosure of Conflict of Interest for USAID Evaluation Team Members

Name	John Fox
Title	Consultant
Organization	n/a
Evaluation Position?	☒ Team Leader ☐ Team member
Evaluation Award Number (contract or other instrument)	663-13-000006
USAID Project(s) Evaluated (Include project name(s), implementer name(s) and award number(s), if applicable)	Mid-Term Performance Evaluation of the Agricultural Growth Program-Agribusiness Marketing and Development Project (AGP-AMDe), Ethiopia
I have real or potential conflicts of interest to disclose.	☐ Yes ☒ No
If yes answered above, I disclose the following facts: <i>Real or potential conflicts of interest may include, but are not limited to:</i> 1. Close family member who is an employee of the USAID operating unit managing the project(s) being evaluated or the implementing organization(s) whose project(s) are being evaluated. 2. Financial interest that is direct, or is significant though indirect, in the implementing organization(s) whose projects are being evaluated or in the outcome of the evaluation. 3. Current or previous direct or significant though indirect experience with the project(s) being evaluated, including involvement in the project design or previous iterations of the project. 4. Current or previous work experience or seeking employment with the USAID operating unit managing the evaluation or the implementing organization(s) whose project(s) are being evaluated. 5. Current or previous work experience with an organization that may be seen as an industry competitor with the implementing organization(s) whose project(s) are being evaluated. 6. Preconceived ideas toward individuals, groups, organizations, or objectives of the particular projects and organizations being evaluated that could bias the evaluation.	

I certify (1) that I have completed this disclosure form fully and to the best of my ability and (2) that I will update this disclosure form promptly if relevant circumstances change. If I gain access to proprietary information of other companies, then I agree to protect their information from unauthorized use or disclosure for as long as it remains proprietary and refrain from using the information for any purpose other than that for which it was furnished.

Signature	
Date	03/08/2015.

Annex 4 Work plan

Table 1. Summary mission plan

Dates		Working day	A.A.	Field
Nov. 19	First Phase Nov. 19–Dec. 20	1		
Nov. 19	Initial Planning and Preparations	2–6	6	0
Nov. 25– Dec. 2	Northern route field mission (3 team members)	7–13	0	9
Nov. 25–Dec. 2	Review of Addis Ababa institutions and partners (1 team member)	7–13	9	
Dec. 3–4	Full team meeting in A.A.	14–15	2	0
Dec. 5–13	Central route field mission (3 team members)	16–25	0	9
Dec. 5–23	Field visit to Tigray Region (1 team member)	21–25		9
Dec. 15–19	Full team meeting in A.A.	26–30	7	0
Dec. 20	Team Leader travel to Nairobi	31		
	Sub-total		15	18
2015	Second Phase			
Jan. 5	TL travel to Addis Ababa	32		
Jan. 6–10	Meetings with industry associations. Report writing	33–37	5	
Jan. 12	Team reviews draft	38	1	
Jan. 13	Final exit presentation—AMDe	39	1	
Jan. 14	Final exit presentation—USAID	40	1	
Jan. 15	Incorporate comments	41	1	
Jan. 19	Submit final report	42	1	
By Jan. 29	USAID comments	43	1	
Jan. 30	Final evaluation report	44	1	
Jan. 31	1–page briefer	45	1	

Table 2. List of organizations, people, and places met

Type of organization	Federal	Amhara	Tigray	Oromia	SNNPR	Total
AMDe-AA	1(13)					1(13)
AMDe-RO		1(4)	1(5)	1(3)	1(7)	4(19)
F/PC/CIG		4(31)	4(42)		1(4)	9(77)
FCU		6(12)	4(10)	5(6)	4(5)	19(33)
Fgov Off	3(7)					3(7)
Prvt	2(2)	1(1)	1(1)			2(4)
R&E	1(1)	1(1)	3(5)	2(6)		7(13)
RO		6(14)	3(7)	1(2)	2(3)	12(26)
SACCO			1(3)			1(3)
SBN			1(3)			1(3)

TMMF			1(4)			1(4)
USAID-FTF	5(12)				1(1)	6(13)
Total	12(35)	19(63)	19(80)	9(17)	9(20)	66(215)

Table 3. Detailed mission plan

Date	Travel schedule	Focus (northern route)	Addis national activities
			Dr. Amdissa
Tues. Nov. 25	Drive AA–DebreMarkos	Warehouse construction; 1,440 members trained on PHL; 39 leaders trained & 4 PCs trained in cooperative management; 2 fumigation sheets (WFP marketing); 2 bankable business plans; 7 million Birr loan for maize marketing; 145 Q white maize supply to WFP. Overnight in DebreMarkos	Ethiopian Coffee Growers; Ethiopian Pulses; Ethiopian Honey and Beeswax; ECX ; The Millers Association; Ministry of Trade; Cooperative Bank of Oromia; Exporters: Green Coffees; DuPont pioneer factory Menengesha; Federal Cooperative Agency; MoA (AGP); ATA
Wed. Nov. 26	Travel DebreMarkos to Bahir Dar	Travel—Bahir Dar	
Thurs. Nov. 27	Bahir Dar	Meet with zone/ <i>woreda</i> officials; blended fertilizer plant; warehouse; fumigation sheets; WFP purchase of white maize; post-harvest handling; PC leaders management training	
Fri. Nov. 28	Bahir Dar	20 million Birr loan facilitated; 2 bankable business plans prepared; 3 market linkages with buyers	
Sat. Nov. 29	Travel Bahir Dar to Gonder	Gonder overnight	
Sun. Nov. 30	Gonder	Break. Writing day	
Mon. Dec. 1	Meet regional/zonal heads	Sesame seed cleaning machine; sesame seed provided to members; 47 leaders and staff SM4M post-harvest handling; seed grading equipment. Overnight	
Tues. Dec. 2	Gonder afternoon travel to A.A.	30 million Birr Loan for sesame purchase; export sesame facilitated; bankable business plans. Travel air to A.A.	
		Meeting with AMDe team	
		JF; Nigussie; Amdissa	
Wed. Dec. 3		Review day for team	
Thurs. Dec. 4		Break	
		Southern route	Tigray route
Fri. Dec. 5	Drive to Jima (Oromia)	Overnight Jima via BechoWaliso. Meet zone/ <i>woreda</i> officials	Amare mission to Tigray. Link with AMD team
Sat. Dec. 6	Travel Agaro (Oromia)	Overnight Jima. 2 wet coffee, 32 lead farmers, and 2,000 member farmers—post-harvest; management (overnight)	Amare mission to Tigray. Link with AMD team
Sun. Dec. 7		Break—discussion/writing	Amare mission to Tigray. Link with AMDe team
Mon. Dec. 8	Travel Bonga (SNNPR)	Meeting with officials. 1,440 member farmers trained in post-harvest and input handling; 16 leaders and 4 PCs trained in cooperative management; Honey collection, storage, and handling. Bonga overnight.	Amare mission to Tigray. Link with AMDe team

Tues. Dec. 9	Travel	Bonga–Walkite–Hossana–Awassa Overnight	Amare mission to Tigray. Link with AMDe team
Wed. Dec. 10	Hawassa (SNNPR)	M)et with officials and AMDe staff	Amare mission to Tigray. Link with AMDe team
Thurs. Dec. 11	Hawassa (SNNPR)	(Overnight). Warehouse; white maize facilitated; 960 farmers trained post-harvest; fumigation sheets; 41 leaders trained management and 14.4 million Birr loan facilitated for maize purchase; 34 leaders trained in cooperative management	Amare mission to Tigray. Link with AMDe team
Fri. Dec. 12	Travel Robe (Oromia)	Meet with officials. Tractor support for union, 68Q wheat seed for FCU; 960 farmers trained on post-harvest; 21 leaders and cooperatives trained on management; market linkage 7,000. Overnight	Amare mission to Tigray. Link with AMD team
Sat. Dec. 13	Travel Robe–A.A. (road)	Travel. Overnight A.A.	Amare returns to A.A.
Sun. Dec. 14		Break	
Mon. Dec. 15	A.A.	Team meeting, a.m. meetings with ATA, AGP, FCA	
Tues. Dec. 16	A.A.	Meetings with ATA, AGP, FCA	AMDe, LMD afternoon
Wed. Dec. 17		Group meeting with GRAD, ENGINE, LMD, AMDe, PRIME	
Thurs. Dec. 18	A.A.	Meet USAID—Interim meeting	
Fri. Dec. 19	A.A.	Team briefing with Adrian	
Sat. Dec. 20	TL Travel A.A.–Nairobi		
Phase 2			
Mon. Jan. 5	TL travel to Addis Ababa		
Tues. Jan. 6	Meeting of ET exchange of individual drafts		
Wed. Jan. 7	Writing draft report. Data analysis, preliminary report		
Thurs. Jan. 8	Writing draft report. Data analysis, preliminary report		
Fri. Jan. 9	Writing draft report. Data analysis, preliminary report		
Sat. Jan. 10	First draft exchanged between ET members		
Sun Jan. 11	Team review of draft		
Mon. Jan. 12	ET meets industry associations		
Tues. Jan. 13	ET meets industry associations		
Wed. Jan. 14	Final exit presentation to AGP-AMDe		
Thurs. Jan. 15	Final exit presentation to USAID		
Fri. Jan. 16	Incorporation of comments from presentations		
Sat. Jan. 17	Incorporation of comments from presentations		

Sun. Jan. 18	TL travel A.A.–NBI		
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Mon. Jan. 19	Submit draft final report		
Jan. 29	USAID comments (10 days)		
Jan. 30	Final evaluation report		
Jan. 31	1-page briefer		

ANNEX 5: BIBLIOGRAPHY OF BACKGROUND DOCUMENTS

1	AGP Project Appraisal Document, September 3, 2010, World Bank.
2	Feed the Future Baseline Report 2013, Ethiopia Strategy Support Program, May 2004, International Food Policy Research Institute.
3	AGP-AMDe Mid-Term Evaluation Statement of Work.
4	AGP-AMDe Rapid Value Chain Survey of Wheat, Maize, Coffee, Sesame, Honey, and Beans/Pulses, December 2011, ACDI/VOCA.
5	AGP-AMDe Year 1 Work Plan.
6	FY 2014 Annual Report.
7	FY 2012 Annual Report.
8	Y3 Work Plan.
9	Y4 Work Plan Final.
10	Y2 Work Plan Nov. 30.
11	Rapid VC Survey.
12	DoC 001 Baseline Report.
13	Y2 Annual Report.
14	Annex 2: 2014 Annual Survey.
15	Annex 7: Activities with Cooperatives.
16	List of 96 AGP <i>Woredas</i> .
17	FY 2014 Work Plan.
18	3Q Report 2014.
19	AMDe Project Document.
20	ToRs for Team members—IFDC, John Mellor, Danya, CQI, Crown Agents.
21	Trade Agreements Privatising Biodiversity, November 2014.
22	Report of the BBSRC Working Group on Sustainable Intensification of Agriculture.
23	Honey Bee Production and Marketing Systems, Constraints and Opportunities in Burie District, Amhara Region, Ethiopia. A thesis submitted to the Department of Animal Science and Technology, School of Graduate Studies, Bahir Dar University, May 2009, Tessega Belie.
24	Feed the Future (FTF) of Ethiopia—Baseline Report of 2013.
25	ATA-AMDe-USAID Coordination Table.
26	Five Year Sesame Production Assessment.
27	CASCAPE National Stakeholders Conference, NSC1 Presentation.
28	ENGINE External Mid-Term Evaluation 2014.
29	MASHAV Rapid Assessment Report October 2014.
30	Grain 5 Year—5070 Trade Deals—Criminalise Farmer Seeds.
31	Trade Agreements Privatising Bio Diversity.
32	CASCAPE National Stakeholders Conference, Value Chain Presentation, 24/April /14, see CASCAPE Report for details.
33	ATA-USAID-AGP Coordination Table.
34	African Soils Crisis Threatens Food Security.
35	AGE-VCE Task Order AID 663.
36	GRAD MTE Report, Vol. 1, Main Text, 28/11/2014.
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38	Sustainable Agriculture Intensification, Report on the BBSRC Working Group on Sustainable Intensification of Agriculture, 03/12/2014.
39	MASHAV, Rapid Assessment Report, October, 2014.
40	AGP-AMDe Annual Progress, Survey and Baseline Reports (Year 1—May 2011–Sep 2012; Year 2—Oct 2012–Jun 2013; Year 3—Jul 2013–Jun2014; Annual Survey—Jul 2014 and Baseline Household Survey—Oct 2011).

41	AGP-AMDe Annual Survey, July 2014.
42	AGP-AMDe Annual Work Plans (Year 1—Nov 2011–Sep 2012; Year 2—Oct 2012–Jun 2013; Year 3—Jul 2013–Jun 2014 and Year 4—Jul 2014–Jun 2015).
43	AGP Final Report on Program Mid-Term Evaluation, MoA, May 2014, Addis Ababa Ethiopia.
44	AGP-AMDe Annex 1—Assumptions, Targets and Achievements, 5 pp.
45	Central Statistical Agency of the Federal Democratic Republic of Ethiopia, Agricultural Sample Survey, 2008/09 (2001 E.C.), (September–December 2008), Volume VII: Report on Crop and Livestock Product Utilization (Private Peasant Holdings, Meher Season), Statistical Bulletin 446, Addis Ababa, June 2009.
46	Central Statistical Agency of the Federal Democratic Republic of Ethiopia, Agricultural Sample Survey, 2010/2011 (2003 E.C.), (September–December 2010), Volume I: Report on Area and Production of Major Crops (Private Peasant Holdings, Meher Season).
47	Central Statistical Agency of the Federal Democratic Republic of Ethiopia, Agricultural Sample Survey, 2010/2011 (2003 E.C.), (September–December 2010), Volume II: Report on Livestock and Livestock Characteristics (Private Peasant Holdings).
48	Central Statistical Agency, Ethiopia Demographic and Health Survey, Addis Ababa, 2011.
49	Federal Democratic Republic of Ethiopia, MoARD, Agricultural Growth Program (AGP) Program Implementation Manual (PIM), June 2010, Addis Ababa.
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51	Feed the Future (FTF) of Ethiopia—Baseline Report 2013.
52	Gender Aware Approaches in Agricultural Programmes—Ethiopia Country Report, SIDA, May 2010.
53	Growth and Transformation Plan 2010/11–2014/15, Federal Democratic Republic of Ethiopia.
54	http://www.feedthefuture.gov/documents/FTF_2010_Implementation_Plan_Ethiopia.pdf .
55	IPMS Ethiopia 2007, Toolkit for Gender Analysis of Crop and Livestock Production Technologies and Services Provision, MOARD, ILRI, CIDA.
56	Protein Energy Malnutrition in Boys Is More Common Than in Girls, Is More Frequent amongst Rural Households, and Exhibits Regional Variation with Highest Rates Being Found in Tigray and Amhara, World Bank, 2001.
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Annex 6: List of Places Visited and People Interviewed

Name	Sex	Organization	Role	Region	Office Location	Date of Meeting	Contact via	Category 2 short
Vanessa Adams	F	ACDI/VOCA AGP-AMDe Project Addis Ababa	Director	AA	AA	11/19/2014		AMDe-AA
Yohannes Agonafir	M	ACDI/VOCA AGP-AMDe Project Addis Ababa	Maize VC Specialist	AA	AA	11/19/2014		AMDe-AA
Teka Reda	M	ACDI/VOCA AGP-AMDe Project Addis Ababa	Senior National VC Specialist	AA	AA	11/19/2014		AMDe-AA
Mengesha Tadesse	M	ACDI/VOCA AGP-AMDe Project Addis Ababa	Policy Team Leader	AA	AA	11/19/2014		AMDe-AA
Bizuwork Negussie	M	ACDI/VOCA AGP-AMDe Project Addis Ababa	Team Leader—Innovation Grant	AA	AA	11/19/2014		AMDe-AA
Mesfin Terefe	M	ACDI/VOCA AGP-AMDe Project Addis Ababa		AA	AA	11/19/2014		AMDe-AA
Zewdu Yilma	M	ACDI/VOCA AGP-AMDe Project Addis Ababa	Wheat VC Specialist	AA	AA	11/19/2014		AMDe-AA
Assefa Amaldegn	M	ACDI/VOCA AGP-AMDe Project Addis Ababa	Senior Honey Value Chain Specialist	AA	AA		ACDI/VOCA AGP-AMDe Project Addis Ababa	AMDe-AA
Rahel Tessema	F	ACDI/VOCA AGP-AMDe Project Addis Ababa	Senior Gender Specialist	AA	AA		ACDI/VOCA AGP-AMDe Project Addis Ababa	AMDe-AA
Firew Bekele	M	ACDI/VOCA AGP-AMDe Project Addis Ababa	Senior BCC Manager	AA	AA		ACDI/VOCA AGP-AMDe Project Addis Ababa	AMDe-AA
Amogne Diresse	M	ACDI/VOCA AGP-AMDe Project Addis Ababa	Senior Nutrition Specialist	AA	AA		ACDI/VOCA AGP-AMDe Project Addis Ababa	AMDe-AA
Baraki Zeselassie	M	ACDI/VOCA AGP-AMDe Project Addis Ababa	Director of Finance & Operations	AA	AA		ACDI/VOCA AGP-AMDe Project Addis Ababa	AMDe-AA
Semachew Kassahun	M	USAID/FTF	Coordinator	AA	Embassy of USA	11/24/2014		USAID-FTF
Adam	M	USAID/FTF		AA	Embassy of USA	11/24/2014		USAID-FTF
Daniel	M	USAID/FTF		AA	Embassy of USA	11/24/2014		USAID-FTF
Sahle Derbew	M	ACDI/VOCA AGP-AMDe Project Regional Office, Amhara Region	Maize VC Specialist	Amhara	Bahir Dar	11/25/2014		AMDe-RO
Endegen Amare	M	Zonal Cooperatives Promotion Office, East Gojam Zone	Head	Amhara	Debre markos	11/25/2014		RO
Mulusew Addis	M	Zonal Cooperatives Promotion Office, East Gojam	Promotion Process Owner	Amhara	Debre markos	11/25/2014		RO
Abraham Tadesse	M	Zonal Cooperatives Promotion Office, East Gojam	Marketing Expert	Amhara	Debre markos	11/25/2014		RO
Meselu Worku	M	Gozamen FCU	Manager	Amhara	Debre markos	11/25/2014		FCU
Wogayehu Mengistu	M	Gozamen FCU	Marketing Head	Amhara	Debre markos	11/25/2014		FCU
ZeElias Yiley	M	Woreda Office of Agriculture, Debre-Elias Woreda	AGP Focal Person	Amhara	Debre-Elias	11/26/2014		RO
Asmare Taye	M	Woreda Office of Agriculture, Debre-Elias Woreda	Process Owner, Crop Production	Amhara	Debre-Elias	11/26/2014		RO
Endazeze Gedie	M	Woreda Office of Agriculture, Debre-Elias Woreda	Crop Production Expert	Amhara	Debre-Elias	11/26/2014		RO
Misganaw Mossie	M	Woreda Office of Agriculture, Debre-Elias Woreda	Crop Protection Expert	Amhara	Debre-Elias	11/26/2014		RO
Alem Menge	F	Gofchima PC	Cooperatives Promoter	Amhara	Debre-Elias	11/26/2014		F/PC
Andualem Dilnessa	M	Gofchima PC	Accountant	Amhara	Debre-Elias	11/26/2014		F/PC
Degarege Tsegaye	M	Gofchima PC	Farmer and member of the PC	Amhara	Debre-Elias	11/26/2014		F/PC
Minalu Melay	M	Gofchima PC	Farmer and member of the PC	Amhara	Debre-Elias	11/26/2014		F/PC

Shiferaw Yenealem	M	Gofchima PC	Farmer and member of the PC	Amhara	Debre-Elias	11/26/2014	Gofchima PA/Kebele, Debre Elias, East Gojam	F/PC
Gizachew Ayena	M	Gofchima PC	Farmer and member of the PC	Amhara	Debre-Elias	11/26/2014	Gofchima PA/Kebele, Debre Elias, East Gojam	F/PC
Esuale Melese	M	Gofchima PC	Farmer and member of the PC	Amhara	Debre-Elias	11/26/2014	Gofchima PA/Kebele, Debre Elias, East Gojam	F/PC
Arefayne Abatyihun	M	Gofchima PC	Farmer and member of the PC	Amhara	Debre-Elias	11/26/2014	Gofchima PA/Kebele, Debre Elias, East Gojam	F/PC
Zelalem Belsti	M	Gofchima PC	Farmer and member of the PC	Amhara	Debre-Elias	11/26/2014	Gofchima PA/Kebele, Debre Elias, East Gojam	F/PC
Mosse Wubu	M	Gofchima PC	Farmer and member of the PC	Amhara	Debre-Elias	11/26/2014	Gofchima PA/Kebele, Debre Elias, East Gojam	F/PC
Anchinesh Ejigu	F	Gofchima PC	Farmer and member of the PC	Amhara	Debre-Elias	11/26/2014	Gofchima PA/Kebele, Debre Elias, East Gojam	F/PC
Wondimu Zeleke	M	Gofchima PC	Farmer and member of the PC	Amhara	Debre-Elias	11/26/2014	Gofchima PA/Kebele, Debre Elias, East Gojam	F/PC
Mulatu Demeke	M	Gofchima PC	DA	Amhara	Debre-Elias	11/26/2014		RO
Abraham Dagnaw	M	Gofchima PC	DA	Amhara	Debre-Elias	11/26/2014		RO
Mekuanint Desse	M	Gofchima PC	DA	Amhara	Debre-Elias	11/26/2014		RO
Getachew Eshetu	M	Damot FCU	Manager	Amhara	Bure	11/26/2014		FCU
Teferi Wondale	M	ACDI/VOCA AGP-AMDe Project Regional Office, Amhara Region	Manager	Amhara	Bahir Dar	11/27/2014		AMDe-RO
Sintayehu Mengiste	M	Zenbaba Bee Products Development and Marketing Cooperatives Union	Manager	Amhara	Bahir Dar	11/27/2014		FCU
Enkuanhone Mekuriaw	M	Zenbaba Bee Products Development and Marketing Cooperatives Union	Quality Control Expert	Amhara	Bahir Dar	11/27/2014		FCU
Temesgen Muche	M	Zenbaba Bee Products Development and Marketing Cooperatives Union	Quality Equipment Operator	Amhara	Bahir Dar	11/27/2014		FCU
Sitotaw Abay	M	Merkeb FCU	Deputy Manager	Amhara	Bahir Dar	11/27/2014		FCU
Girum Tessema	M	Merkeb FCU	Marketing Expert	Amhara	Bahir Dar	11/27/2014		FCU
Solomon Abe	M	Amhara Bureau of Agriculture	AGP Focal Person	Amhara	Bahir Dar	11/27/2014	Amhara Bureau of Agriculture, Bahir Dar	RO
Tekeba Tebabal	M	Amhara Cooperatives Promotion Agency	Deputy Manager	Amhara	Bahir Dar	11/27/2014		RO
Amare Ademe	M	Amhara Cooperatives Promotion Agency	Marketing Expert	Amhara	Bahir Dar	11/27/2014		RO
Meskerem Abebe	F	ACDI/VOCA AGP-AMDe Project Regional Office, Amhara Region	Nutrition Specialist	Amhara	Bahir Dar	11/28/2014		AMDe-RO
Ademetew Tesfaye	M	Agunta Beekeeper PC	Chairman	Amhara	Dangila	11/28/2014	Agunta Beekeeper PCDangila, Amhara	F/PC
Kelemu Turenegh	M	Agunta Beekeeper PC	Cashier	Amhara	Dangila	11/28/2014	Agunta Beekeeper PCDangila, Amhara	F/PC
Bayush Ayenew	F	Agunta Beekeeper PC	Credit Access Committee Member	Amhara	Dangila	11/28/2014	Agunta Beekeeper PCDangila, Amhara	F/PC
Tirusew Meseret	F	Agunta Beekeeper PC	Member	Amhara	Dangila	11/28/2014	Agunta Beekeeper PCDangila, Amhara	F/PC
Sitotaw Emere	M	Agunta Beekeeper PC	Purchaser Committee	Amhara	Dangila	11/28/2014	Agunta Beekeeper PCDangila, Amhara	F/PC
Debas Demele	M	Agunta Beekeeper PC	Member	Amhara	Dangila	11/28/2014	Agunta Beekeeper PCDangila, Amhara	F/PC
Beza Beyene	M	Agunta Beekeeper PC	Member	Amhara	Dangila	11/28/2014	Agunta Beekeeper PCDangila, Amhara	F/PC

Sheganesh Adamu	F	Agunta Beekeeper PC	Member	Amhara	Dangila	11/28/2014	Agunta Beekeeper PCDangila, Amhara	F/PC
Yideneku Lake	F	Agunta Beekeeper PC	Member	Amhara	Dangila	11/28/2014	Agunta Beekeeper PCDangila, Amhara	F/PC
Nibret Tebabel	M	Agunta Beekeeper PC	Member	Amhara	Dangila	11/28/2014	Agunta Beekeeper PCDangila, Amhara	F/PC
Emawaya Seyouim	F	Agunta Beekeeper PC	Member	Amhara	Dangila	11/28/2014	Agunta Beekeeper PCDangila, Amhara	F/PC
Desalech Menyehel	F	Agunta Beekeeper PC	Member	Amhara	Dangila	11/28/2014	Agunta Beekeeper PCDangila, Amhara	F/PC
Endalkachew Abie	M	Tsehay FCU	Manager	Amhara	Gondar	11/29/2014		FCU
Getasew Agigneche	M	ACDI/VOCA AGP-AMDe Project Regional Office, Amhara Region	Sesame VC Specialist	Amhara	Bahir Dar	11/29/2014		AMDe-RO
Meseret Eyayu	F	Aberjeha PA/Kebele, Denbia Woreda	Chairperson	Amhara	Denbia	11/29/2014	Aberjeha PA/Kebele, Denbia Woreda	F/PC
Desse Tesfaye	M	Aberjeha PC	Farmer and member of the PC	Amhara	Denbia	11/29/2014	Aberjeha PA/Kebele, Denbia Woreda	F/PC
Engidaw	M	Aberjeha PC	Farmer and member of the PC	Amhara	Denbia	11/29/2014	Aberjeha PA/Kebele, Denbia Woreda	F/PC
Addis Tarke	M	Aberjeha PC	Farmer and member of the PC	Amhara	Denbia	11/29/2014	Aberjeha PA/Kebele, Denbia Woreda	F/PC
Tadesse Gelaw	M	Tsehay FCU	Production and Seed Multiplication Head	Amhara	Gondar	11/29/2014		FCU
Fantahun Tegegne	M	Zonal Cooperatives Promotion Office, North Gondar Zone	Head	Amhara	Gondar	11/30/2014		RO
Kiros Wolde	M	Metema FCU	Chairperson	Amhara	Metema	12/1/2014	Metema FCU, Gendewuha	FCU
Guade Michael	M	Metema FCU	Manager	Amhara	Metema	12/1/2014	Metema FCU, Gendewuha	FCU
Tekaligne Yiblet	M	Kokit PC	Chairperson	Amhara	Metema	12/1/2014		F/PC
Afrash Demissie	M	Kokit PC	Farmer and purchaser of the PC	Amhara	Metema	12/1/2014	Kokit PA/Kebele, Metema Woreda	F/PC
Dinklij Amare	M	Kokit PC	Farmer and member of the PC	Amhara	Metema	12/1/2014	Kokit PA/Kebele, Metema Woreda	F/PC
Kibretu Telake	M	Yoninadani Agri PLC	Legal Agent	Amhara	Metema	12/1/2014		Prvt
Getachew Tilaw	M	Gondar Agricultural Research Center	Chickpea Breeder	Amhara	Gondar	12/2/2014		R&E
Dessalegne	M	ACDI/VOCA AGP-AMDe Project Regional Office, Oromia Region	A/Manager and Wheat VC Specialist	Oromia	AA	12/5/2014		AMDe-RO
Alemayehu	M	ACDI/VOCA AGP-AMDe Project Regional Office, Oromia Region	Coffee VC Specialist	Oromia	AA	12/5/2014		AMDe-RO
Dinku Gurara	M	Becho-Wolliso FCU	D/Manager	Oromia	Tulubolo	12/5/2014		FCU
Mekonnen Haile	M	Admas FCU	Manager	SNNPR	Wolkite	12/5/2014	Admas FCU, Wolkite	FCU
Fikadu Dhugassa	M	Limu Inara FCU	Manager	Oromia	Limu-Kosa	12/6/2014		FCU
Sada Mohammed	M	Arga FCU	Manager	Oromia	Agaro	12/6/2014	Arga FCU, Agaro Gomma Woreda	FCU
Seyoum Itana	M	Jima Zonal Office of Agriculture	Head	Oromia	Jima	12/8/2014	Jima Zonal Office of Agriculture, Jima	RO
Ayelech Tadesse	F	Jima Zonal Office of Agriculture	AGP-Focal Person	Oromia	Jima	12/8/2014	Jima Zonal Office of Agriculture, Jima	RO
Tesfu Kebede	M	Jima Research Center	A/Center Director	Oromia	Jima	12/8/2014	EIAR, Jima Research Center	R&E
Menda Jatessa	M	Jima Research Center	Irrigation Expert	Oromia	Jima	12/9/2014	EIAR, Jima Research Center	R&E
Frehiwet Getahun	M	Kefa Forest Coffee FCU	Manager	SNNPR	Bonga	12/8/2014		FCU
Alemayehu Hailu	M	Kefa Forest Honey FCU	A/Manager	SNNPR	Bonga	12/8/2014	Kefa Forest Honey FCU, Bonga	FCU
Anbese Abebe	M	Kefa Forest Honey FCU	Board Chairperson	SNNPR	Bonga	12/8/2014	Kefa Forest Honey FCU, Bonga	FCU

Nuredin Mohammed	M	Marketing and Cooperative Bureau	Head	SNNPR	Hawassa	12/10/2014		RO
Wondwessen Hussein	M	Bureau of Agriculture	A/AGP Focal Person, M & E Specialist	SNNPR	Hawassa	12/10/2014	Bereau of Agriculture, Hawassa	RO
Sisay Yohannes	M	Sidama Elto FCU	Manager	SNNPR	Hawassa	12/10/2014	Sidama Elto FCU, Hawassa	FCU
Germame Garuma	M	Bureau of Agriculture	D/Head	SNNPR	Hawassa	12/10/2014		RO
Amhaeyesus Woldemichael	M	ACDI/VOCA AGP-AMDe Project Regional Office, SNNP Region	A/Manager and Wheat VC Specialist	SNNPR	Hawassa	12/11/2014	ACDI/VOCA AGP-AMDe Project Regional Office, SNNP Region, Hawassa	AMDe-RO
Simayehu Tafesse	M	ACDI/VOCA AGP-AMDe Project Regional Office, SNNP Region	Regional Input Market and Farm Technology Specialist	SNNPR	Hawassa	12/11/2014		AMDe-RO
Alemayehu Tilahun	M	ACDI/VOCA AGP-AMDe Project Regional Office, SNNP Region	Maize VC Specialist	SNNPR	Hawassa	12/11/2014		AMDe-RO
Wondwossen Worku	M	ACDI/VOCA AGP-AMDe Project Regional Office, SNNP Region	M & E Officer	SNNPR	Hawassa	12/11/2014		AMDe-RO
Etaferahu Alemayehu	F	ACDI/VOCA AGP-AMDe Project Regional Office, SNNP Region	Nutrition and Gender Specialist	SNNPR	Hawassa	12/11/2014		AMDe-RO
Getachew Asmare	M	ACDI/VOCA AGP-AMDe Project Regional Office, SNNP Region	Honey VC Specialist	SNNPR	Hawassa	12/11/2014		AMDe-RO
Abiot Imiru	M	ACDI/VOCA AGP-AMDe Project Regional Office, SNNP Region	Grants & BDS Specialist	SNNPR	Hawassa	12/11/2014		AMDe-RO
Elias Kayessa	M	ENGINE Project, Regional Office, SNNP Region	Regional Coordinator	SNNPR	Hawassa	12/11/2014	ENGINE Project, Regional Office, SNNP Region, Hawassa	USAID-FTF
Tilahun Nigatu	M	Wetera Kechema PC	Secretary	SNNPR	Wondo Genet	12/11/2014	Wetera Kechema PA/Kebele, Wondo Genet Woreda	F/PC
Mengesha Doyamo	M	Wetera Kechema PC	Control Committee Chairperson	SNNPR	Wondo Genet	12/11/2014	Wetera Kechema PA/Kebele, Wondo Genet Woreda	F/PC
Mengistu Alebachew	M	Wetera Kechema PC	Treasurer	SNNPR	Wondo Genet	12/11/2014	Wetera Kechema PA/Kebele, Wondo Genet Woreda	F/PC
Engidawork Asefa	M	Wetera Kechema PC	Board Chairperson	SNNPR	Wondo Genet	12/11/2014	Wetera Kechema PA/Kebele, Wondo Genet Woreda	F/PC
Olika Urgessa	M	ACDI/VOCA AGP-AMDe Project Regional Office, Oromia Region	Rural Finance Specialist	Oromia	AA	12/12/2014	ACDI/VOCA AGP-AMDe Project Regional Office, Oromia Region	AMDe-RO
Negesso Jara	M	Raya Wakena FCU	A/Manager, HR Head	Oromia	Dodolla	12/12/2014	Raya Wakena FCU, Dodolla, West Arsi	FCU
Anteneh Teferi	M	Raya Wakena FCU	Agronomist	Oromia	Dodolla	12/12/2014	Raya Wakena FCU, Dodolla, West Arsi	FCU
Mohammed Wayu	M	Ardaita ATVET College	Academic Vice Dean	Oromia	Ardaita	12/12/2014	Ardaita ATVET College	R&E
Abraham Girma	M	Ardaita ATVET College	Head of Cooperative Finance and Auditing	Oromia	Ardaita	12/12/2014	Ardaita ATVET College	R&E
Melese Waktola	M	Ardaita ATVET College	Head of Cooperative Management	Oromia	Ardaita	12/12/2014	Ardaita ATVET College	R&E
Teshale Likesa	M	Ardaita ATVET College	Practical Training Coordinator	Oromia	Ardaita	12/12/2014	Ardaita ATVET College	R&E
Biniam Solomon	M	Galema FCU	Admin and Finance Head	Oromia	Bekoji	12/12/2014	Galema FCU, Bekoji, West Arsi	FCU
Berhan Darge	F	ACDI/VOCA AGP-AMDe Project Regional Office, Tigray Region	Wheat Value Chain Expert	Tigray	Mekele	12/5/2014		AMDe-RO
Leake Gebreselama	M	ACDI/VOCA AGP-AMDe Project Regional Office, Tigray Region	Sesame Value Chain Expert	Tigray	Mekele	12/5/2014		AMDe-RO
Abadi Girmaye	M	TARI	A/Director General, Natural Resources Director	Tigray	Mekele	12/5/2014		R&E
Mezan Amare	M	TARI	Crops Director	Tigray	Mekele	12/5/2014		R&E
Yemane W/ Gebriel	M	TMMF	Manager	Tigray	Mekele	12/5/2014		TMMF
Assefa Babe	M	CIG Wheat seed multipliers		Tigray	Endamehoni Woreda	12/6/2014		F/PC

Mulu Huluf	M	CIG Wheat seed multipliers		Tigray	Endamehoni Woreda	12/6/2014		F/PC
Tadesse Habtu	M	CIG Wheat seed multipliers		Tigray	Endamehoni Woreda	12/6/2014		F/PC
Gebre Kidan Hailu	M	Embaba Haya SACCO	Chairperson	Tigray	Endamehoni Woreda	12/6/2014		SACCO
Alemtehaye Seyum	M	Embaba Haya SACCO	Manager	Tigray	Endamehoni Woreda	12/6/2014		SACCO
Sendayo Abadi	M	Embaba Haya SACCO	Loan Officer	Tigray	Endamehoni Woreda	12/6/2014		SACCO
Yemane G/Meskel	M	Debre Genet Women Bee Organization		Tigray	Simert Kebele-Endamehoni Woreda	12/6/2014		F/PC
Lemlem Meresa	F	Mekele University	Livestock Expert, gives training to Bees CIG	Tigray	Mekele	12/6/2014		R&E
Lemlem Hagos	F	Debre Genet Women Bee Organization	Member of Bee CIG	Tigray	Simert Kebele-Endamehoni Woreda	12/6/2014	Debre Genet Women Bee Organization, Kebele-Semirt Woreda-Endamehoni	F/PC
Akeza Kalayou	M	Debre Genet Women Bee Organization	Member of Bee CIG	Tigray	Simert Kebele-Endamehoni Woreda	12/6/2014	Debre Genet Women Bee Organization, Kebele-Semirt Woreda-Endamehoni	F/PC
Haftu Kiros	M	Debre Genet Women Bee Organization	Member of Bee CIG, Kebele Manager	Tigray	Simert Kebele-Endamehoni Woreda	12/6/2014	Debre Genet Women Bee Organization, Kebele-Semirt Woreda-Endamehoni	F/PC
Merset Dargo	F	Debre Genet Women Bee Organization	Member of Bee CIG, purchaser	Tigray	Simert Kebele-Endamehoni Woreda	12/6/2014	Debre Genet Women Bee Organization, Kebele-Semirt Woreda-Endamehoni	F/PC
Negeste Haile	F	Debre Genet Women Bee Organization	Member of Bee CIG, supervisor	Tigray	Simert Kebele-Endamehoni Woreda	12/6/2014	Debre Genet Women Bee Organization, Kebele-Semirt Woreda-Endamehoni	F/PC
Mebrat Afera	F	Debre Genet Women Bee Organization	Member of Bee CIG, supervisor	Tigray	Simert Kebele-Endamehoni Woreda	12/6/2014	Debre Genet Women Bee Organization, Kebele-Semirt Woreda-Endamehoni	F/PC
Fetale Gesesse	F	Semirt Kebele women's affairs	Head	Tigray	Simert Kebele-Endamehoni Woreda	12/6/2014		RO
Abebe Fantaye	M	Ofla Ashange FCU	Manager	Tigray		12/7/2014		FCU
Moges Abreha	M	Ofla Ashange FCU	Cashier	Tigray		12/7/2014		FCU
Debar Alemseged	M	Gasha Reda Lema Mechanized Farm P.L.C.	Manager	Tigray		12/7/2014		Prvt
Abate Mesele	M	Bokra FCU	Marketing & Deputy Manager	Tigray		12/7/2014		FCU
Mulu Asefa	M	CIG Wheat seed multipliers of Ferehaya PC	Accountant	Tigray		12/7/2014		F/PC
Haftu Agebahu	M	CIGW SM	Member	Tigray		12/7/2014		F/PC
Tadesse Haftu	M	CIGW SM	Member	Tigray		12/7/2014		F/PC
Adehanu Babae	M	CIGW SM	Member	Tigray		12/7/2014		F/PC
Teamo Reda	M	CIGW SM	Member	Tigray		12/7/2014		F/PC
Abeba Kiros	F	CIGW SM	Member	Tigray		12/7/2014		F/PC
Mehagosit Berhanu	F	CIGW SM	Member	Tigray		12/7/2014		F/PC
Meheret Gidaye	F	CIGW SM	Member	Tigray		12/7/2014		F/PC

Sendayo Alemu	F	CIGW SM	Member	Tigray		12/7/2014		F/PC
Lemle m Haile	F	CIGW SM	Member	Tigray		12/7/2014		F/PC
Abokesh Kashaye	F	CIGW SM	Member	Tigray		12/7/2014		F/PC
Aleganesh Nigusie	F	CIGW SM	Member	Tigray		12/7/2014		F/PC
Gebbru Desta	M	AGP-AMDe Focal Person	AGP-AMDe Focal Person	Tigray	Mekele	12/8/2014		RO
Atakelt Ambachew	M	BDS and Grant Specialist	BDS and Grant Specialist	Tigray	Mekele	12/8/2014		AMDe-RO
Aseffa Abebe	M	Rural Finance Specialist	Rural Finance Specialist	Tigray	Mekele	12/8/2014		AMDe-RO
Daniel G/Meskel	M	Comel Managing Director	Comel Managing Director	Tigray	Mekele	12/8/2014		AMDe-RO
Abadi Haile Selassie	M	AGP+CU Focal Person	AGP+CU Focal Person	Tigray	Mekele	12/8/2014		RO
Haile Zebelew	M	HuARC	Director	Tigray	Humera	12/9/2014		R&E
Fesseha Berhae	M	HuARC	Sesame Agronomist	Tigray	Humera	12/9/2014		R&E
Tadesse G/Kidan	M	Setit Humera FCU	Chairperson	Tigray	Humera	12/10/2014		FCU
Zemikial Tesfahun	M	Setit Humera FCU	Cashier	Tigray	Humera	12/10/2014		FCU
Abreha G/ Mariam	M	Setit Humera FCU	Manager	Tigray	Humera	12/10/2014		FCU
Amare Haile	M	TMMF	Plan and Progam Officer	Tigray	Mekele	12/10/2014		TMMF
Mebratom Teferi	M	TMMF, Humera Branch	Manager	Tigray	Humera	12/10/2014		TMMF
Hailemariam Menker	M	TMMF, Humera Branch	Technician	Tigray	Humera	12/10/2014		TMMF
Getachew Andualem	M	CBO, Humera Branch		Tigray	Humera	12/10/2014		TMMF
Hayelom Abera	M	MFSC	Chairperson	Tigray	Humera	12/10/2014		F/PC
Zafu Asmelash	M	MFSC	Member	Tigray	Humera	12/10/2014	Humera, Tigray	F/PC
Aeb Asmelash	M	MFSC	Secretary	Tigray	Humera	12/10/2014	Humera, Tigray	F/PC
Birhan Asefa	M	MFSC	Depty Chairperson	Tigray	Humera	12/10/2014	Humera, Tigray	F/PC
Tesfaye Areki	M	MFSC	Adminstrator	Tigray	Humera	12/10/2014	Humera, Tigray	F/PC
Lilay Merset	F	MFSC	Cashier	Tigray	Humera	12/10/2014	Humera, Tigray	F/PC
Tekle Michael Tadesse	M	Dansha FCU	Manager	Tigray	Dansha	12/10/2014		FCU
Mamao Alemayehu	M	Dansha FCU	Chairperson	Tigray	Dansha	12/10/2014		FCU
Dereje Techanew	M	Dansha FCU	Depty Chairperson	Tigray	Dansha	12/10/2014		FCU
Medhene Beyene	M	Dansha FCU	Finance Head	Tigray	Dansha	12/10/2014		FCU
Abadit Tadese	F	CIG Seed Multiplication of Egirmetkel PC	Member	Tigray	Dansha	12/10/2014	Dansha, Tigray	F/PC
Ekubazqi Welendel	M	CIG Seed Multiplication of Egirmetkel PC	Member	Tigray	Dansha	12/10/2014	Dansha, Tigray	F/PC
Adisu Giday	M	CIG Seed Multiplication of Egirmetkel PC	Member	Tigray	Dansha	12/10/2014	Dansha, Tigray	F/PC
Asmelash W/Gabriel	M	CIG Seed Multiplication of Egirmetkel PC	Member	Tigray	Dansha	12/10/2014	Dansha, Tigray	F/PC
Hagos Kahsay	M	CIG Seed Multiplication of Egirmetkel PC	Member	Tigray	Dansha	12/10/2014	Dansha, Tigray	F/PC
Haile Chane	M	CIG Seed Multiplication of Egirmetkel PC	Member	Tigray	Dansha	12/10/2014	Dansha, Tigray	F/PC
Giday Abereha	F	CIG Seed Multiplication of Egirmetkel PC	Member	Tigray	Dansha	12/10/2014	Dansha, Tigray	F/PC
Shishay Gezae	F	CIG Seed Multiplication of Egirmetkel PC	Member	Tigray	Dansha	12/10/2014	Dansha, Tigray	F/PC
Tsegaye G/Medhin	M	CIG Seed Multiplication of Egirmetkel PC	Member	Tigray	Dansha	12/10/2014	Dansha, Tigray	F/PC
Tsehay Birhanu	F	CIG Seed Multiplication of Egirmetkel PC	Member	Tigray	Dansha	12/10/2014	Dansha, Tigray	F/PC
Birhane Welay	F	CIG Seed Multiplication of Egirmetkel PC	Member	Tigray	Dansha	12/10/2014	Dansha, Tigray	F/PC
Tesfaye Yaebeyo	M	Humera, ZARDO	Head	Tigray	Humera	12/10/2014		RO
Berhane Mengha	F	Humera, ZARDO	Extension Team Leader	Tigray	Humera	12/10/2014		RO

Berhane Feseeha	F	Humera, ZARDO	Agronomist	Tigray	Humera	12/10/2014		RO
Alemseged Alemayehu	M	Kafta Humera Sesame Production and Sales Cooperatives	Manager	Tigray	Humera	12/10/2014		F/PC
Tekemte Tsegaye	M	Kafta Humera Sesame Production and Sales Cooperatives	Board Chairperson	Tigray	Humera	12/10/2014		F/PC
Ayenew SerekeBerhan	M	Kafta Humera Sesame Production and Sales Cooperatives	Quality and Inspection	Tigray	Humera	12/10/2014		F/PC
Henock Demessie	M	MoT Branch Office	Branch Managgar	Tigray	Humera	12/12/2014		RO
Kasu Kelele	M	SBN	Agronomist Coach	Tigray	Humera	12/12/2014		SBN
Atakelti Fisseha	M	SBN	Agronomist Coach	Tigray	Humera	12/12/2014		SBN
Gezu Seyum	M	SBN	Marketing	Tigray	Humera	12/12/2014		SBN
Fekadu Tilahun	M	ATA	Director, Input-Output Market Linkage	AA	AA	12/16/2014		Fgov
Dereje Biruk	M	ATA	Wheat and Barely Value Chain Director	AA	AA	12/16/2014		Fgov
Fasil Reda	M	ATA	Maize and Sorghum Director	AA	AA	12/16/2014		Fgov
Mirafe Gebriel	M	ATA	Chief of Staff and Senior Director, Special Projects	AA	AA	12/16/2014		Fgov
Girma Kassa	M	AGP-LMD	DCOP	AA	AA	12/16/2014	AGP-LMD Addis Ababa	USAID-FTF
Cherinet Zewdie	M	AGP-AMDe	M&E specialist	AA	AA	12/16/2014	AGP-AMDe Addis Ababa	USAID-FTF
Tadele Gelan	M	AGP-AMDe	DCOP	AA	AA	12/16/2014	AGP-AMDe Addis Ababa	USAID-FTF
Mark Steen	M	AGP-LMD	COP	AA	AA	12/16/2014	AGP-LMD Addis Ababa	USAID-FTF
Karri Byrne	F	Mercy Corps/PRIME	COP	AA	AA	12/16/2014	Mercy Corps/PRIME Addis Ababa	USAID-FTF
Maura Brazil	F	ACDI/VOCA	SVP			12/17/2014	ACDI/VOCA Addis Ababa	USAID-FTF
Daniel Abbot	M	SCI/ENGINE	DCOP	AA	AA	12/16/2014	SCI/ENGINE Addis Ababa	USAID-FTF
Ebrahim	M	MoA, AGP Management Unit	Advisor	AA	AA	12/17/2014	MOA Addis Ababa	Fgov
H/E Usman Surur	M	Federal Cooperatives Agency	Director	AA	AA	12/17/2014	FCA Addis Ababa	Fgov
Tesfaye Mengiste	M	MoA, Extension Directorate	Director	AA	AA	12/18/2014		Fgov
John Meyer	M	CARE/GRAD	Chief of Party	AA	AA	12/16/2014	CARE/GRAD Addis Ababa	USAID-FTF
Demese Chanyalew	M	John Mellor Associates	Consultant	AA	AA		John Mellor Associates	Prvt
Yilma G/Kidan	M	Coffee Growers & Exporters Association	General Manager	AA	AA		Coffee Growers & Exporters Association	Prvt
Getahun Alemu	M	IFDC/AGP-AMDe	Senior Seed Specialist	AA	AA		IFDC/AGP-AMDe	AMDe-AA
Asnake Fikre	M	EIAR	Crop Research Director	AA	AA		EIAR	R&E

ANNEX 7: Tools Used

1. EVALUATION QUESTIONS MATRIX

A.	Performance results	Source of data	Method of data collection	Tool to be used
1.	To what extent is the AGP-AMDe Project progressing against Planned objectives as outlined in its Performance Management Plan (PMP) and Work Plan?	1. PMP and other M&E docs 2. Work Plans 3. Baseline surveys and formative research 4. Project performance data 5. Quarterly reports 6. Annual reports 7. Budget and financial reports 8. <i>Woreda</i> field visits	1. Document review 2. Mission Work Plan 3. List of interviewees 4. Interview with John Mellor on Agriculture Policy Reform 5. Interview CQI on TA for Coffee value chain 6. Interview Crown Agents—demand-driven Technical Assistance (TA) 7. Interview with Danya on BCC communications	1. Team discussion and reporting 2. Semi-structured interviews 3. Focus group discussions 4. Individual discussions 5. Data analysis
2.	To what extent is this project contributing to gender equity in terms of access to credit, access to capacity- building support, access and adoption of improved inputs and technologies and income increase as the result of incremental sales of agricultural commodities? Is there evidence supporting positive change in the aforementioned areas?	1. Baseline surveys and formative research 2. Quarterly reports 3. Annual reports 4. Budget and financial reports 5. Project performance data 6. Interviews at <i>woreda</i> level/FCU, PC- level, and women groups	1. Document review 2. Discussions with consortium members 3. Discussion with GoE staff at state and <i>woreda</i> levels 4. Discussions with Cooperative/Farmers Assoc. officials 5. Discussion with women groups	1. Team discussion and reporting 2. Semi-structured interviews 3. Focus group discussions 4. Individual discussions 5. Data analysis
3.	What has been AMDe's contribution to the improvement of Nutritional Status of Women and Children? What is the evidence of that?	1. Project performance data 2. <i>Woreda</i>/region nutrition data 3. UN/NGO local nutrition data 4. Interviews at cooperative level and women groups	1. Interview with Danya—behavior change and technology adoption 2. Document review 3. Discussion with GoE staff at state and <i>woreda</i> levels 4. Discussions with Cooperative/Farmers Assoc. officials, women groups	1. Team discussion and reporting 2. Semi-structured interviews 3. Focus group discussions 4. Individual discussions 5. M&E system 6. Data analysis
4.	What is the impact of the resources spent (financial and human) and performance per value chain? 1. Maize 2. Wheat 3. Sesame 4. Coffee 5. Honey 6. Chickpeas	1. Baseline surveys and formative research 2. Quarterly reports 3. Annual reports 4. Budget and financial reports 5. Project performance data 6. Interviews at <i>woreda</i> level/cooperative level and farmers/women groups	1. Document review 2. Mission Work Plan 3. List of interviewees 4. Discussion with GoE staff at state and <i>woreda</i> levels 5. Discussions with Cooperative/Farmers Assoc. officials 6. Discussion with farmers/women groups	1. Team discussion and reporting 2. Interview questionnaires 3. Focus group discussions 4. Individual discussions 5. Data analysis and presentation 6. Matrix for each value chain—smallholder farmers; capacity of cooperative sector; private traders; processors; service providers; market

				linkages 7. Value chain map for selected hubs
B	Project design and management			
1.	Which among the AMDe's partnerships have been the most effective in terms of their collaboration and coordination to implement AGP-AMDe? Which ones have been the least effective? What is contributing to these partnerships' success and challenges?	1. Interviews with ACDI/VOCA and Team members 2. Quarterly reports 3. Annual reports 4. Budget and financial reports 5. Project Performance data 6. Interviews at <i>woreda</i> level/cooperative level and farmers/women groups	1. Document review 2. Mission Work Plan 3. List of interviewees 4. Discussion with GoE staff at state and <i>woreda</i> levels 5. Discussions with Cooperative/Farmers Assoc. officials 6. Discussion with farmers/women groups	1. Matrix for defined partner relationships 2. Team discussion and reporting 3. Semi-structured interviews 4. Individual discussions 5. Data analysis and presentation
a.	Other AGP program components implemented by government agencies	7. List of other AGP program components implemented by government agencies	See above	See above
b.	Other AGP program partners: GoE, ATA, and others	8. Project documents for: GoE–MoA; Ministry of Trade; Ministry of Industry; Federal Cooperative Agency; other donors	See above	See above
c.	Other Feed the Future Projects, especially LMD, ENGINE, and GRAD	9. Project documents for: LMD, ENGINE, and GRAD	See above	See above
C.	Sustainability	Source of data	Method of data collection	Tool to be used
1.	Which of the components and/or project activities can easily be scaled up in the future based on measurable, practical, and sustainable results: enhancing agricultural productivity; access to finance; and access to markets?	1. Generated from B1. Matrix/analysis for defined consortium/partner roles 2. Generated from A4. Matrix/analysis for each value chain: smallholder farmers; capacity of cooperative sector; private traders; processors; service providers; market linkages	See A4	See A 4.7. Team discussion
D.	Management			
1.	Given the findings in the above questions, does the project have the right balance of staff and funding given activity priorities?	Outcomes from A, B, and C	Outcomes from A, B, and C	Team discussion. Group meeting (s) with ACDI/VOCA

2. SEMI –STRUCTURED INTERVIEW QUESTIONNAIRES

EVALUATION QUESTIONS

A. Performance Results

1. To what extent is the AGP-AMDe Project progressing against planned objectives as outlined in its Performance Management Plan (PMP) and Work Plan?

The evaluation should analyze actual results versus the targets outlined in the Project PMP within the activity's different technical areas.

	Specific questions	Level	Source/method
1.	<i>Compare targets and actual results. Identify reasons for under-/over-achievement.</i>	AMDe HQ AMDe regional offices	Progress reports/internal mid-term reviews (if any)
2.	<i>Have the project targets changed since project inception? If yes, what circumstances led to the change?</i>		Compare original project document with revised project documents (if any)
3.	<i>Has the project promoted competitiveness in each of the value chains in its operational areas? Compare before and after project competitiveness in the value chains.</i>	Federal/Regional	Interview - Federal/Regional trade bureaus - Federal/Regional Agricultural marketing bureaus/directorate - Cooperative agency - Cooperative/union leaders/traders/brokers
4.	<i>What mechanism has the project used to facilitate access to finance for smallholders/primary cooperatives/unions/local traders? How successful has it been in this respect?</i>		Interview - Cooperative banks - Microfinance
5.	<i>How successful has the project been in influencing the enabling environment for smallholders/primary cooperatives/unions/ local traders? Are there policies changed/new policies formulated as a result of project activities?</i>		Interview - ECX - ATA - Agriculture marketing directorate - Cooperative agency - Cooperative/union leaders
6.	<i>What is the rate of innovation grant disbursements? How effective have they been in meeting their objectives?</i>		Interview grant receivers
7.	<i>Identify successful and unsuccessful approaches leading to the achievement of project objectives.</i>	Woreda/ community	Interview relevant woreda officials, DAs, community discussion (FGDs)
8.	<i>Identify any evidence that suggest the project may be under- or over-reporting results against its indicators.</i>	AMDe Federal/Region Woreda	Close examination of project reports over time Interview project staff Interview with government/donor Ground truthing (FGDs)
9.	<i>What measures has the project taken to ensure sustainability?</i>	Federal/Region Woreda Community	Interview

2. *To what extent has this project contributed to gender equity in terms of access to credit, access to capacity-building support, access to and adoption of improved inputs and technologies and income increase as the result of incremental sales of agricultural commodities? Are there evidences supporting positive changes in the aforementioned areas?*

	Specific questions	Level	Source/method
10.	What percentage of value chain participants is women?	AMDe Region Woreda Community	Analyze project reports Community FDGs Interview woreda Extension workers and DAs
11.	What percentage of credit beneficiaries is women/women groups? How does this compare with regional/federal targets and achievements?		
12.	What percentage of trainees is women/women groups? How does this compare with regional/federal targets and achievements?		
13.	What percentage of adopters of improved inputs and technologies is women/women groups? How does this compare with regional/federal targets and achievements?		
14.	Has women/women group income increased as a result of the project? If yes, by how much? How does this compare with income increase for men?	Community	Community discussion (both men/women) using appropriate PRA tools
15.	Compare before and after project increase in women income/empowerment status.	Community	Community discussion (both men/women) using appropriate PRA tools
16.	What measures has the project taken to ensure sustainability in gender equity?		

3. *What has been AMDe's contribution to the improvement of Nutritional Status of Women and Children? What are the evidences of that?*

	Specific questions	Level	Source/method
17.	Is the SM4M strategy compatible with nutrition objective? Is there evidence that increase in households/women income has also led to improved nutritional status?	AMDe Region Woreda Community	Interview • Project staff at HQ and region • FTF partners • Woreda extension workers and DAs • Community FDGs (men/women)
18.	Does the project have a system for monitoring the effectiveness of its BCC materials? How effective are the project's BCC materials?	AMDe Woreda/kebele Community	Interview • Interview Project BCC staff Review BCC materials Community discussion (both men/women)
19.	Compare dietary diversity for women and children before and after project.	Community	Community discussion (both men/women) using appropriate PRA tools
20.	What measures has the project taken to ensure sustainability in nutrition practices?		

4. *What is the impact of the resources spent (financial and human) and performance per value chain? i.e., What is the relative value generated in terms of productivity and income increase, employment generation per value chain to resources spent? (i.e., Which value chains have the highest returns per dollar spent?)*

	Specific questions	Level	Source/method
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21.	<i>Budget and staff allocation by value chain</i>	AMDe Region	Interview: • Finance and human resource department • The respective value chain heads
22.	<i>Employment generated by value chain</i>	Community	Community discussion (both men/women) using appropriate PRA tools
23.	<i>Income increased by value chain</i>	Community	Community discussion (both men/women) using appropriate PRA tools
24.	<i>What measures has the project taken to ensure financial/human resources sustainability?</i>		

B. Project Design & Management

1. Which among the following of AMDe's partnerships have been the most effective in terms of their collaboration and coordination to implement AGP-AMDe? Which ones have been the least effective? In both cases, what is contributing to these partnerships' success and challenges?
 - a. Other AGP program components implemented by government agencies
 - b. Other AGP program partners; GOE (this includes Ministry of Agriculture, Ministry of Trade, Ministry of Industry, Federal Cooperative Agency, etc.), ATA, and other donors
 - c. Other Feed the Future projects, especially LMD, ENGINE, and GRAD

	Specific questions (the questions will be reversed when interviewing partners and AMDe)	Level	Source/method
25.	<i>Why and how is the organization selected for collaboration? What is the collaboration framework? Is the framework binding or voluntary?</i>	AMDe Federal Partner organizations	Interview: • Associations leaders • Financial institutions • Private sector • The respective value chain heads • AGP coordinator • ATA • MoT/MoI • FCA • FTF partners
26.	<i>Which value chain is the organization involved in?</i>		
27.	<i>What were the expectations of the organization at the beginning of the project? Are these expectations met? Are they likely to be met in the second half of the project?</i>		
28.	<i>To whom is the organization/collaborator accountable/reporting? How frequently is it reporting?</i>		
29.	<i>How simple/complex is the collaboration procedure? Vertical/horizontal?</i>		
30.	<i>What were the challenges of working with the project? How have these challenges been addressed? How responsive is the project to challenges/problems encountered?</i>		
31.	<i>Overall, how effective do you think the partnership is? (on a scale of 1–5; 1=least 5=most)</i>		
32.	<i>What measures has the project taken to ensure sustainable collaboration?</i>		

C. Sustainability

1. Which of the components and/or project activities can easily be scaled up in the future based on measurable, practical, and sustainable results?:
 - Enhancing agricultural productivity
 - Access to finance and
 - Access to markets

D. Management

1. **Given the findings in the above questions, does the project have the right balance of staff and funding given activity priorities?** Is there an appropriate balance between the resources (staff and budget), their management, and the activities the project intends to accomplish?

AMDe Mid-term Review Mission

I Questions to guide discussions with Region, Zone and Woreda-level officials

A. Particulars

Region:

Zone:

Woreda:

Office name:

Name:

Role/Title:

Address (including Tel # E-mail, etc.):

B

1. In which areas of development (of the region, zone, woreda) is AMDe working in partnership with your office? (keeping in mind all the components of AMDe)
2. Who are the primary targets of these interventions? (component by component and probing more on **gender equity**; **wealth level**-the poorest of the poor vs better offs; and **value chain actors**-grassroots production vs top market-level actors)
3. How are the planning, implementation and monitoring processes carried out jointly with the project team?
4. Are there other partners (other than the AGP-GoE) engaged in similar interventions? And how is the coordination done to ensure effectiveness and efficiency?
5. What **Nutrition Programs** are currently being implemented and in which of these is AMDe involved?
6. In your assessment, how do you rate the progress in achieving planned targets?
7. Are there any inconsistencies in quarter- or annual- reports produced by the project?

C

8. How do you assess or compare effectiveness of
 - a. AMDe's project components being implemented in the (region, zone, woreda)
 - b. Other partners with similar interventions
 - c. What is/are contributing to the successes archived and challenges encountered?

D

9. Which best practices of AMDe can be scaled up/out easily and which ones not? and what are the reasons for these?

E

10. Does the project have enough staff at this office level to implement plans? What would be the best arrangement?

F

11. What changes do you think should be made to make for the project to deliver more effectively and efficiently
 - a. For the next two years
 - b. If it has to continue after 2016

