

**Ministry of Agriculture
Federal Democratic Republic of Ethiopia**

**Federal Democratic Republic of
Ethiopia**

**The Project for Smallholder
Horticulture Farmer Empowerment
through Promotion of
Market-Oriented Agriculture
(Ethio-SHEP)**

Project Completion Report

March 2023

Japan International Cooperation Agency (JICA)

ED
JR
23-025

Project Completion Report

Project Title: The Project for **S**mallholder **H**orticulture Farmer **E**mpowerment through **P**romotion of Market-Oriented Agriculture (**Ethio-SHEP**)

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Submission Date: 14th January 2023

I. Basic Information of the Project

1. Country: Ethiopia

2. Title of the Project:

The Project for Smallholder Horticulture Farmer Empowerment through Promotion of Market-Oriented Agriculture (Ethio-SHEP)

3. Duration of the Project (Planned and Actual)

(Planned) 15 January 2017 to 14 January 2022

(Actual) 15 January 2017 to 14 January 2023

4. Background (from Record of Discussions(R/D))

Agriculture is the main stay of Ethiopian economy, contributing more than 40% share in the gross domestic product (GDP), and approximately 85% of the population is engaged in agriculture. However, the country's history is punctuated by food insecurity due to climatic variability and the poor performance of the agricultural sector. To address this problem, the government has been implementing several strategies, and have given due emphasis on increasing agricultural production and productivity. More and more smallholder farmers have engaged in horticulture production as the subsistence farming and also as cash crop production. Amount of the horticulture crop produced by smallholder farmers have been increased, but still there is some gap in market linkages.

JICA has started the training program called "Training Program for Market Oriented Agriculture for Smallholder Farmers" since 2014. After the training program in Japan, ex-participants of this training started to implement the pilot project in Oromia Region of Ethiopia. In the course of the pilot project implementation, considerable positive changes were observed among the target farmer groups such as embarking upon collective purchasing/marketing and diversifying crops to include high return cash crops (such as garlic). Recognizing this result, GOE requested GOJ for the technical cooperation to support GOE in promoting and scaling up market-oriented agriculture for

smallholder horticulture farmers based on the experience in the pilot project.

5. Overall Goal and Project Purpose (from Record of Discussions(R/D))

(Overall Goal) Market-oriented agriculture based on the SHEP approach is promoted by the Ethiopian government.

(Project purpose) The SHEP approach which leads to increasing farmers' income from horticulture is proposed for future scaling-up through effective implementation.

6. Implementing Agency

Ministry of Agriculture (MoA), Amhara Bureau of Agriculture (ABoA), Oromia Bureau of Agriculture (OBoA)

II. Results of the Project

1. Results of the Project

1-1 Input by the Japanese side (Planned and Actual)

(Planned)

(a) Dispatch of Experts

(a)-1. Long-term Experts

- Chief Advisor /SHEP approach
- Coordinator /Training
- Horticulture

(a)-2. Short-term Experts

(Possible areas of short-term experts) Horticulture technique, Extension/Facilitation, Community Participation, Marketing, Training Material Development, Monitoring & Evaluation, etc.

*Local consultant will be hired at each regional level as a technical advisor.

(b) Training

Training of counterparts in Japan and third countries

(c) Machinery and Equipment

Vehicles, office equipment, etc.

(Actual: Please refer to Annex 1 for details)

a. Dispatch of Japanese experts: 7 long-term experts (Chief Advisor/SHEP approach, Horticulture, Monitoring & Evaluation, Project Coordinator/Training Management), 1 short-term expert (Horticulture)

b. Training of counterpart:

- JICA KCCP Training Course 'Market-Oriented Agriculture Promotion (Planning and Management)': 13 persons
- JICA KCCP Training Course 'Market-Oriented Agriculture Promotion for Extension Officer: 4 persons

- JICA KCCP Training Course ‘Young Leaders Training “Rural Development Course”’: 1 person
 - JICA KCCP Training Course ‘Integrated Agriculture and Rural Development through the Participation of Local Farmers (A)’: 1 person
 - SHEP International Workshop in South Africa (2016~2019): 15 persons
 - (Online) SHEP International Workshop in South Africa (2020~2021): 31 persons
- c. Provision of equipment and machineries: 56.6 million Japanese Yen (ETB 15.8 million)¹
- d. Local cost by Japanese side: 225 million Japanese Yen (ETB 71.58 million)²

1-2 Input by the Ethiopian side (Planned and Actual)

(Planned)

- a. Services of MoA’s counterpart personnel and administrative personnel
- b. Suitable office spaces with necessary equipment;
- c. Supply or replacement of machinery, equipment, instruments, vehicles, tools, spare parts and any other materials necessary for the implementation of the project other than the equipment provided by JICA;
- d. Information as well as support in obtaining medical service;
- e. Credentials or identification cards;
- f. Available data (including maps and photographs) and information related to the project;
- g. Running expenses necessary for the implementation of the project;
- h. Expenses necessary for transportation within Ethiopia of the equipment as well as for the installation, operation and maintenance thereof; and
- i. Necessary facilities to the JICA experts for the remittance as well as utilization of the funds introduced into Ethiopia from Japan in connection with the implementation of the project.

(Actual) (Please refer to Annex 1 for details)

- a. Arrangement of counterpart personnel: One focal person each at federal, regional, zonal and woreda level was allocated throughout the project implementation period, while repeating occasional replacement due to personnel turnover. See Annex 1-2 for details.
- b. Provision of office space, etc.: MoA allocated 4~5 desks for the project team until early 2020. After the Covid-19 pandemic, MoA begun building renovation, thus the project has rented an office space since May 2020 until the end of the project. In Oromia region, OIDA allocated an office space for the project until its organizational restructuring in 2019. OBoA has also allocated an office space for the project which was later separated as an independent room by partition. ABoA has allocated a room for the project throughout the project implementation period.
- c. Local costs by Ethiopian side: See Annex 1-6.

1-3 Activities (Planned and Actual)

¹ JICA’s monthly exchange rates of a month of disbursement were adopted.

² JICA’s monthly exchange rates of a month of disbursement were adopted.

Planned	Actual
【Output 1】 : Capacity on extension service delivery based on the SHEP approach is developed.	
<p>1.1 Clarify and agree upon the roles and responsibilities of Federal, Regional, Zonal, District, and Community level implementers.</p> <p>1.2 Select the target Zone, Districts, Communities and farmer groups.</p> <p>1.3 Develop the training materials and formats for both implementers and farmers.</p> <p>1.4 Develop the extension manuals for implementers.</p> <p>1.5 Conduct the trainings, workshops, exchange visits for implementers.</p> <p>1.6 Deliver the On-the-Job Training (OJT) and support for Districts in implementation and follow-up of SHEP activities.</p> <p>1.7 Conduct the evaluation of Districts' performance on implementing SHEP activities.</p>	<p>1.1 Clarify and agree upon the roles and responsibilities of Federal, Regional, Zonal, District, and Community (Kebele) level implementers.</p> <p>1.2 Select the target Zone, Districts, Communities (Kebeles) and farmer groups.</p> <p>1.3 Develop the training materials and formats for both implementers and farmers.</p> <p>1.4 Develop the SHEP extension packages for implementers.</p> <p>1.5 Conduct trainings, workshops, exchange visits for implementers.</p> <p>1.6 Deliver the On-the-Job Training (OJT) and support for local implementers in implementation and follow-up of SHEP activities.</p> <p>1.7 Conduct the evaluation of local implementers on implementing SHEP activities.</p>
【Output 2】 : The effective extension services based on the SHEP approach are delivered to the target farmers.	
<p>2.1 Clarify the selection criteria for farmer groups and communicate to relevant stakeholders.</p> <p>2.2 Formulate the regional annual and five-year activity plans and share with relevant stakeholders.</p> <p>2.3 Implement the SHEP extension package for the target farmers.</p> <p>2.4 Organize the exchange visits for farmers.</p> <p>2.5 Conduct the Follow-up and monitoring activities for the target farmers.</p> <p>2.6 Compile, analyze the Baseline/End-line Survey data and present to the project stakeholders.</p>	<p>2.1 Clarify the selection criteria for farmer groups and communicate to relevant stakeholders.</p> <p>2.2. Develop and continuously improve the SHEP extension packages to be implemented for the target farmers.</p> <p>2.3 Implement the SHEP extension packages for the target farmers.</p> <p>2.4 Conduct the Follow-up and monitoring activities for the target farmers.</p> <p>2.5 Compile, analyze the series of Baseline/Endline Surveys data of the 1st, 2nd and 3rd year farmers and present it to the project stakeholders.</p>
【Output 3】 : The SHEP models suitable to the Regions' situations are developed and proposed.	【Output 3】 : The SHEP extension packages which consist of the standard package for core SHEP target groups and the simple packages for various training opportunities are developed and proposed.
<p>3.1 Conduct the periodic monitoring and evaluation on the overall project progress and performance to draw useful lessons for development of the SHEP models.</p> <p>3.2 Revise and finalize the extension manuals, formats and training materials.</p> <p>3.3 Develop the SHEP models suitable to the Regions' situations and document as SHEP scaling-up guidelines.</p> <p>3.4 Organize the workshops for proposing the developed models.</p>	<p>3.1 Conduct the periodic monitoring and evaluation on the overall project progress and performance to draw useful lessons for future scaling-up of the SHEP approach.</p> <p>3.2 Identify core SHEP target groups who should be the main beneficiaries of the intensive SHEP training.</p> <p>3.3 Identify training opportunities and training organizations which could incorporate SHEP concept in their trainings.</p> <p>3.4 Revise and finalize the SHEP extension packages, including formats and training</p>

	materials, which consist of the standard package for core SHEP target groups and the simple packages for various training opportunities. 3.5 Organize workshops for proposing SHEP scaling-up.
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2. Achievements of the Project

2-1 Outputs and indicators (Target values and actual values achieved at completion)

[Output 1]: Capacity on extension service delivery based on the SHEP approach is developed.

Achievement: Output 1 is achieved in accordance with the evaluation result as follows.

Indicator 1-1: Clarified roles & responsibility of each implementer
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Indicator 1-1 has been already achieved. The project has clarified roles and responsibilities of each implementing organization through a series of discussions among the C/P and the Japanese Expert Team at the first and the second JCC meetings in June 2017 and June 2018, respectively. Further, it has confirmed and shared these roles and responsibilities with the C/Ps from the federal to the community levels on various occasions such as the sensitization workshops and the Training of Trainers (ToT) programs. The focal person has been also assigned to the project from the respective implementation organizations.

Indicator 1-2: Number of participating Zones and Districts

-Zone: 2 in Amhara, 2 in Oromia

-District: 4 in Amhara, 4 in Oromia.

Indicator 1-2 has been achieved because the project has targeted 4 zones in Amhara and Oromia and 14 Districts in these regions, which covered 33 target groups. This exceeded the target value of Indicator 1-2. Apart from the project's interventions, both ABoA and OBoA have started to apply the SHEP approach by integrating into their regular extension activities in the non-target areas.

Indicator 1-3: Cumulative number of Federal, Regional, Zonal, District and Community (Kebele) level participants of training, workshop, exchange visit.
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-Federal and Regional -level workshops: 500 participants

-Sensitization workshops: 1,920 participants

-TOT infield training: 7,500 participants

-Other ToT training: 3,000 participants

-Exchange visits: 800 participants

Indicator 1-3 has been achieved, although the project was forced to cancel or postpone some of the activities such as technical ToT, exchange visit, market linkage forum and field day because of the COVID-19 pandemic in 2020 and 2021 (See Table 1 and Table 2).

Table 1: Cumulative number of participants of various events per year

Year of the Project	1st Year		2nd Year		3rd Year		4th Year		5th Year		6th Year	
Reporting Period (Year. Month)	2017.1-6	2017.7-12	2018.1-6	2018.7-12	2019.1-6	2019.7-12	2020.1-6	2020.7-12	2021.1-6	2021.7-12	2022.1-6	2022.7-12
Monitoring Sheet Vol.	1	2	3	4	5	6	7	8	9	10	11	12
1. Federal and Regional w/s	49	49	131	265	265	381	381	431	546	546	844	1158
2. Sensitization workshops	CP	68	146	222	222	389	421	496	530	530	634	634
	Farmer	185	338	663	663	844	1156	1156	1445	1445	1567	1567
	Total	253	484	885	885	1233	1577	1652	1975	1975	2201	2201
3. In-field Trainig	0	1541	2016	4389	5118	6253	6726	7352	7923	9003	9360	9360
4. Technical ToT	0	84	153	322	322	479	479	479	479	668	668	-668
(Total (3,4))	0	1625	2169	4711	5440	6732	7205	7831	8402	9671	10028	10028
5. Other ToT	192	1592	2231	2321	2621	4618	4618	5156	5462	6833	8120	8674
6. Exchange visit	0	0	178	178	380	520	606	606	606	606	1011	1011
7. Market Linkage Forum	0	188	279	462	591	739	739	739	758	922	922	-922
8. Field day	0	0	32	32	329	329	329	329	1040	1040	2121	2121

Note: Technical TOT focuses on horticultural crop production. Other ToT covers the SHEP approach including sensitization workshop, baseline survey, market survey, crop selection, crop calendar making, gender issues and others.

Table 2: Total number of participants of various events per year

Year of the project	1st year	2nd year	3rd year	4th year	5th year	6th year	Total
Year	2017	2018	2019	2020	2021	2022	
1. Federal and Regional workshops	49	216	116	50	115	612	1158
2. Sensitization workshops	CP	146	76	199	109	104	634
	Farmer	338	325	493	289	122	1567
	Total	484	401	692	398	226	2201
3. In-field Trainig	1541	2848	1864	1099	1651	357	9360
4. Technical ToT	84	238	157	0	189	0	668
(Total(3,4))	1625	3086	2021	1099	1840	357	10028
5. Other ToT	1592	729	2297	538	1677	1841	8674
6. Exchange visit	0	178	342	86	0	405	1011
7. Market Linkage Forum	188	274	277	0	183	0	922
8. Field day	0	32	297	0	711	1081	2121

(Data as of 25 Dec 2022)

Indicator 1-4: Developed training materials and formats

Indicator 1-4 can be seen as being achieved. That is because the training manuals and formats required for delivering extension services based on the SHEP approach have been developed in three languages, namely, English, Amharic and Oromiffa (See Table 3).

Table 3: Training materials and formats developed by the project

No	Type (language)	Description	Issued Year	Version (Nos)
1	<i>Kamishibai</i> (English/Oromiffa/Amharic)	This is a set of flip charts for vegetable production targeting farmers. It focuses on eight target crops which farmers selected through market surveys & Crop selection, namely, 1) onion, 2) tomato, 3) kale, 4) green pepper, 5) garlic, 6) potato, 7) head cabbage and 8) carrot.	2017 2018 2019	Ver.1 Ver.2 Ver.3
2	Gender training manual (English/ Oromiffa/Amharic)	Gender training manuals for English, Oromiffa, and Amharic	2019 2021	Ver.1 Ver.2

3	SHEP activity format	This is a set of activity formats for implementation the SHEP approach. It includes a crop selection sheet, a baseline and endline survey format, a crop calendar format and others. It has been revised several times.	2017 2018 2019 2020	Ver.1 Ver.2 Ver.3 Ver.4
4	Pest and disease manuals (English/Oromiffa/Amharic)	The pest and disease sheet was developed in 2018 for farmers and Development Agents (DAs). It has been developed as the manuals.	2018 2020 2021	Ver.1 Ver.2 Ver.3
5	<i>Kamishibai</i> (English/Oromiffa/Amharic)	This was designed for tablet users.	2021	Ver.1
6	Gender training manual (English/ Oromiffa/Amharic)	This was designed for tablet users.	2022	Ver.1
7	Pest and disease manuals (English/Oromiffa/Amharic)	This was designed for tablet users.	2021 2022	Ver.1 Ver.2

Indicator 1-5: Developed the SHEP extension packages

Indicator 1-5 has been achieved. The project has developed the SHEP extension packages through a series of modification based on its progress of activities and the feedback from the project's stakeholders. These SHEP extension packages include the SHEP Implementation Guideline, the training materials and formats described in Indicator 1-4.

【Output 2】 : The effective extension services based on the SHEP approach are delivered to the target farmers.

Achievement: Output 2 **is achieved**, because all four Indicators have been achieved.

Indicator 2-1: Number of the target farmers: 1,000 farmers

Indicator 2-1 has been achieved. As presented in Table 4, the project has selected 33 Water Users Associations (WUAs) and directly benefited 1,165 comprising 920 male and 245 female farmers, which exceeded 1,000 direct farmers of the target value of Indicator 2-1.

Table 4: Number of the direct target and the in-direct target farmers

Region	Zones	Woreda	Kebeles/ Group	Year of Target	# of target farmers			Total #of members of WUA
					M	F	Total	
Amhara	West Gojjam	Jabi Tehinan	Weynema	1 st (2017)	24	8	32	274
			Arbite	2 nd (2018)	24	8	32	999
			Jiga	3 rd (2019)	28	7	35	713
		South Achefer	Ashare	1 st (2017)	34	12	46	112
			Kilti	2 nd (2018)	28	3	31	736
			Guta Adbi	4 th (2020)	39	3	42	90
	Dembecha	Yechereka	3 rd (2019)	29	11	40	1031	
		Sazuri Dimela	4 th (2020)	37	5	42	105	
	Awi	Ankesha	Den Zuria	1 st (2017)	28	7	35	436
			Souste Tirba	2 nd (2018)	33	7	40	598
			Bekafita	4 th (2020)	41	4	45	235
		Guagusa Shukudad	Aguta	1 st (2017)	29	6	35	510
			Wonjela	2 nd (2018)	33	5	38	694
			Shinkurta	4 th (2020)	35	5	40	104
Ayu Guagusa		Chibachibasa	3 rd (2019)	28	13	41	142	
Banja		Zufari	3 rd (2019)	31	9	40	743	
Oromia	Arsi	Digalu Tijo	Chare	Pilot (2015,2017-2018)	27	3	30	300
			Kogo	1 st (2017)	25	5	30	89
			Gado	2 nd (2018)	22	8	30	56
			Mankula	4 th (2020)	27	13	40	71
		Tiyo	Katar 3	1 st (2017)	26	5	31	362
			Bosha 2	2 nd (2018)	24	6	30	120
			Abosera Aliko	3 rd (2019)	31	4	35	45
			Chafe Misoma	4 th (2020)	28	4	32	202
	Lode Hetosa	Shaya	3 rd (2019)	25	10	35	83	
	Jimma	Seka Chokorsa	Deti Duke	1 st (2017)	18	10	28	28
			Gibe Ketchema	2 nd (2018)	17	17	34	34
		Kersa	Birbirs	1 st (2017)	20	10	30	120
			Gibe	2 nd (2018)	29	3	32	33
			Kitimbile	4 th (2020)	0	26	26	26
		Mana	Somodo	3 rd (2019)	38	0	38	63
			Dedo	Waro Kolobo	3 rd (2019)	32	3	35
		Ofolle		4 th (2020)	30	5	35	156
Total		4 zones	14 Woredas	33 groups	Number of direct farmers	920	245	1165
					Number of indirect farmers			8206

Indicator 2-2: The average “General Horticultural Crop Production & Post-Harvest Handling Techniques” score of the target farmers improves by 60 %.

Indicator 2-2 has been achieved. The project has asked the target farmers of 1st to 4th year groups twenty-one (21) questions by using the General Horticultural Crop Production and Post-Harvest Handling Techniques (“G21” for short) questionnaire during the Baseline Survey and the Endline Survey. Its objectives were to identify whether they understand and practice appropriate farming practices and the market survey. The G21 contains seven different categories including 1) pre-cultivation preparation, 2) land preparation, 3) crop establishment, 4) crop management, 5) harvest, 6) post-harvest handling, and 7) cost and income analysis. The following four target groups, namely Ashare, Katar 3, Chare, and Somodo were excluded from the analysis of G21 questionnaires since the survey was not conducted or the reliable data was not available.

As illustrated in Table 5, the total number of respondents of target 1st to 4th year groups for G 21 stood at 898 (Male: 736, Female: 162) for the Baseline and 834 (Male: 673, Female: 161) for the Endline Surveys. The total percentage of respondents for G21 during the Endline Survey was 79%, which slightly decreased from 85% during the Baseline Survey. It should be noted that the respondents of both Surveys might be different.

Table 5: Total number and percentage of respondents for G21 during the Baseline and Endline Surveys

Description	Male	Female	Total
a) Total number of target farmers (of Group 1st -4th)	920	245	1165
b) Total number of target farmers for G21 during both surveys	821	230	1051
c) Total number of respondents for G21 during Baseline Survey	736	162	898
d) Total percentage of respondents for G21 during Baseline Survey	90%	70%	85%
e) Total number of respondents for G21 during Endline Survey	673	161	834
f) Percentage of respondents for G21 during Endline Survey	82%	70%	79%

The results revealed that the G21 score increased from 9.4 to 17.9 points, which is 90% increase after the two-year interventions of the project. That exceeded the target value, i.e., 60% of Indicator 2-2. As indicated in Table 6, the average G21 score of 9 out of 15 groups in Amhara region and in all 14 groups in Oromia region have increased by more than 60%.

Table 6: G21 score of each kebeles/group

Region	Zone	Woreda	Kebele/Group	Baseline Survey		Endline Survey		Increased by (%)
				No. of respondents	G21 Score	No. of respondents	G21 Score	
Amhara	West Gojam	Jabi Tehinan	Waynuma	37	9.9	20	15.1	53%
			Arbite	30	9.4	25	18.7	99%
			Jiga	34	8.0	30	16.9	111%
		South Achefer	Killiti	16	7.3	25	18.9	159%
			Guta Adbi	40	13.0	38	15.8	22%
		Dembacha	Yecherka	39	10.9	34	17.7	62%
	Sazuri Dimela		36	15.0	40	15.5	3%	
	Awi	Ankasha	Denzuria	27	7.0	20	15.5	121%
			Souste Triba	30	9.5	34	17.4	83%
			Bekafita	28	12.0	32	17.8	48%
		Guagusa Shukudad	Aguta	34	9.6	20	14.0	46%
			Wonjela	31	9.0	30	16.9	88%
			Shinkurta	37	15.9	37	17.8	12%
		Ayu Guagusa	Chibachiasa	38	10.0	35	19.1	91%
		Banja	Zufari	40	9.7	34	16.5	70%
	Oromia	Arsi	Digalu Tijo	Kogo	21	7.9	22	16.0
Gado				52	4.7	24	19.0	304%
Mankula				40	10.7	40	19.5	82%
Tiyo			Bosha2	29	10.0	24	20.0	100%
			Abosera Aiko	27	10.5	33	18.5	76%
			Chafe Misoma	26	9.6	32	20.6	115%
Lude Hetosa		Shaya	29	6.7	31	19.0	184%	
Jimma		Seka Chekorsa	Detiduke	28	8.5	23	18.4	116%
			Gibe Kachama	17	5.1	27	19.6	284%
		Kersa	Birbirs	30	9.1	11	16.4	80%
			Gibe	24	5.6	25	18.8	236%
			Kitimbile	22	11.3	22	20.2	78%
		Dedo	Waro Kolobo	30	9.0	32	18.8	109%
			Ofolle	26	8.2	34	20.2	145%
	Total				898	9.4	834	17.9

Indicator 2-3: 70% of farmers answer “Yes” to the question regarding market survey in “General Horticultural Crop Production & Post-Harvest Handling Techniques”.

Indicator 2-3 has been achieved. Among 21 questions, Question 1 asked target farmers whether they conducted a market survey before producing vegetables. As shown in Table 7, during the Baseline Survey, 202 out of 898 target farmers (20%) responded that they conducted the market

survey before producing vegetables. After the two-year interventions of the project, 712 out of 834 farmers (84%) gave the same answer. This indicates the dramatical increase in the number of farmers who put the market survey in practice, which exceeded the target value of Indicator 2.3.

Table 7: Number and percentage of target farmers who conducted the market survey

Region	Zone	Woreda	Kebele/Group	Baseline Survey		Endline Survey		
				No. of farmers who conducted the market survey	Percent	No. of farmers who conducted the market survey	Percent	
Amhara	West Gojam	Jabi Tehinan	Waynuma	10	27%	11	55%	
			Arbite	8	27%	18	72%	
			Jiga	3	9%	19	63%	
		South Achefer	Killiti	1	6%	22	88%	
			Guta Adbi	35	88%	35	92%	
		Dembacha	Yecherka	16	41%	26	76%	
	Sazuri Dimela		28	78%	38	95%		
	Awi	Ankasha	Denzuria	13	48%	16	80%	
			Souste Triba	9	30%	28	82%	
			Bekafita	6	21%	32	100%	
		Guagusa Shukudad	Aguta	5	15%	14	70%	
			Wonjela	13	42%	24	80%	
			Shinkurta	25	68%	36	97%	
		Ayu Guagusa	Chibachiasa	6	16%	31	89%	
		Banja	Zufari	10	25%	21	62%	
	Oromia	Arsi	Digalu Tijo	Kogo	1	5%	19	86%
Gado				0	0%	17	71%	
Mankula				0	0%	40	100%	
Tiyo			Bosha2	0	0%	18	75%	
			Abosera Aiko	4	15%	31	94%	
			Chafe Misoma	1	4%	32	100%	
Lude Hetosa			Shaya	1	3%	28	90%	
Jimma		Seka Chekorsa	Detiduke	0	0%	21	91%	
			Gibe Kachama	0	0%	23	85%	
		Kersa	Birbirsa	0	0%	10	91%	
			Gibe	1	4%	18	72%	
			Kitimbile	0	0%	22	100%	
		Dedo	Waro Kolobo	6	20%	28	88%	
			Ofolle	0	0%	34	100%	
		Total				202	20%	712

Indicator 2-4: 70% of Farmer groups establish linkages with new business stakeholders (buyers, sellers, lenders, research institutes, etc.).

Indicator 2-4 has been achieved because all 33 farmer groups have established linkages with market stakeholders and started a business with them. During the Qualitative Survey in May and June 2022 based on the Most Significant Change (MSC) technique, i.e., a participatory monitoring and evaluation method, the project has also collected the data on market linkages among all 33 target farmers groups. According to the results of this questionnaire survey, all 33 (100%) target farmers groups have exchanged contact information with new market actors and also made a contact with them after the market survey and the market linkage forum under the project.

Furthermore, all 33 (100%) target farmers groups have started the following business with the market stakeholders: 1) selling crop to them (100%), 2) buying inputs (100%), 3) getting financial support from them (12%) and 4) using their services (36%). There is no significant difference of type of business with the market stakeholders between the target farmer groups in Amhara region and those in Oromia region.

Table 8: Number and proportion of farmer groups who exchange contact information, make a contact and start a business with new market actors

Item	Amhara	Oromia	Total
1. Number of groups exchanging contact information with new market actors at the occasion of Market survey or Linkage Forum organized by the project	16 (100%)	17(100%)	33 (100%)
2. Number of groups/some of group members making a contact with them after the Market survey/Linkage forum	16 (100%)	17(100%)	33 (100%)
a. Trader	12 (75%)	17(100%)	29 (88%)
b. Wholesaler/Retailer	15 (94%)	12 (71%)	27 (82%)
c. Input dealer	11 (69%)	9 (53%)	20 (61%)
d. Seed supplier	11 (69%)	12 (71%)	23 (70%)
e. Cooperative union	7 (44%)	8 (47%)	15 (45%)
f. One stop agriculture service centre/Farm Service center	6 (38%)	9 (53%)	15 (45%)
g. Agro processor	0 (0%)	5 (29%)	5 (15%)
h. Financial institution/lender	4 (25%)	1 (6%)	5 (15%)
i. Research institution/University	0 (0%)	0 (0%)	0 (0%)
j. Other	0 (0%)	0 (0%)	0 (0%)
3. Number of group/group member starting a business with them	16 (100%)	17(100%)	33 (100%)
a. Selling crop to them,	16 (100%)	17(100%)	33 (100%)
b. Buying input	16 (100%)	17(100%)	33 (100%)
c. Getting financial support from them	3 (19%)	1 (6%)	4 (12%)
d. Using their service	7 (44%)	5 (29%)	12 (36%)
e. Other	0 (0%)	0 (0%)	0 (0%)

【Output 3】 : The SHEP extension packages which consist of the standard package for core SHEP target groups and the simple packages for various training opportunities are developed and proposed.

Achievement: Both Indicator 3-1 and Indicator 3-2 have been achieved. Thus, Output 3 has been achieved.

Indicator 3-1: Finalized the SHEP extension packages, including formats and training materials, which consist of the standard package for core SHEP target groups and the simple packages for various training opportunities.

Indicator 3-1 has been achieved. As previously mentioned in Indicator 1-5, the project has already developed the SHEP extension package, i.e., the standard one. In addition, the project has developed the Market Survey Handbook in 2020 and later modified it into the Minimum Package of the SHEP approach including activity formats.

Indicator 3-2: Proposed suggestions for improvement of extension services based on, or referring to, the SHEP approach

Indicator 3-2 has been achieved. The C/Ps in both Amhara region and Oromia region have taken initiatives in scaling-up the SHEP approach for non-target farmer groups in the target district and the non-target district since 2019. To support their initiatives, the project organized the SHEP scale-up workshop from July to August 2022. The C/Ps at the district, zonal and regional levels have shared the lesson learned from the application of the SHEP approach. They also made scale-up action plans including suggestion for improvement of extension services stated in Indicator 3-2. Based on the action plan, the respective C/Ps plan to implement the extension services based on the SHEP approach as part of their regular extension services.

2-2 Project Purpose and indicators

(Target values and actual values achieved at completion)

【Project purpose】 : The SHEP approach which leads to increasing farmers' income from horticulture is proposed for future scaling-up through effective implementation.

Achievement: The Project Purpose has been achieved because all the three Indicators have been achieved.

Indicator 1: The Districts' average "SHEP Implementation Performance" evaluation scores is more than 70 %.

Indicator 1 has been already achieved. The project has conducted the group assessment for the C/Ps of 14 target districts by the questionnaire survey on the SHEP implementation performance focusing on knowledge and practice of the SHEP approach at the Review Meetings in April 2022. As shown in Table 9, the average score of practical knowledge of SHEP approach was 47.3 out of 50 while that of practice was 46.8. The total score was 94.14 on average. In other words, the total performance was 94.14 % on average, which highly exceeded the target value of Indicator 1. When analysed by region, the percentage of correct answers of knowledge of the SHEP approach of district C/Ps in Amhara region was 99%, which was slightly higher than 90% of Oromia region. However, the percentage of practice of the SHEP approach was the exact same, i.e., 94% for both Amhara and Oromia regions.

Table 9: Results of SHEP Implementation Performance

#	Region	Zone	District	Knowledge of SHEP approach			Implementation of SHEP approach		Total Score (Out of 100)
				Number of correct answers (Out of 20)	Percentage of correct answers	Score (Out of 50)	Percentage	Score (Out of 50)	
1	Oromia	Arsi	Digalu Tijo	15	75%	37.5	90%	45	82.5
2			Tiyo	19	95%	47.5	99%	49.5	97
3			Lode Hetosa	17	85%	42.5	84%	42	84.5
4		Jimma	Seka Chokorsa	19	95%	47.5	98%	49	96.5
5			Kersa	19	95%	47.5	97%	48.5	96
6			Mana	18	90%	45	87%	43.5	88.5
7			Dedo	19	95%	47.5	100%	50	97.5
Average of Oromia				18.0	90%	45.0	94%	46.8	91.8
8	Amhara	West Gojam	Jabi Tehinan	20	100%	50	99%	49.5	99.5
9			South Achefer	20	100%	50	87%	43.5	93.5
10			Dembecha	20	100%	50	87%	43.5	93.5
11		Awi	Ankesha	20	100%	50	99%	49.5	99.5
12			Guagusa	19	95%	47.5	99%	49.5	97
13			Ayu Guagusa	20	100%	50	96%	48	98
14			Banja	20	100%	50	89%	44.5	94.5
Average of Amhara				19.9	99%	49.6	94%	46.9	96.5
Average of both Oromia and Amhara				18.9	95%	47.3	94%	46.8	94.14

Indicator 2: The target farmers' income from horticulture is increased by 60 % on average.

Indicator 2 has been achieved. The project conducted a Baseline Survey after organizing the sensitization workshop as its first interventions to the target farmers groups to let farmers understand their current situation. During this survey, the information of their income was collected by using the Crop Production and Income Analysis Data (CP&IAD) sheet that contains field size, type of crops, harvest yield (qt), sales, cost and others. After its two-year interventions, the project conducted an Endline Survey by the same arrangement. As presented in Table 10, the project asked 1051 (Male: 821, Female 230) farmers of Group 1st to 4th to fill out the CP&IAD sheet. The following five target groups, namely Ashare, Katar 3, Abosera Aliko, Somodo and Chare were excluded from the analysis of the CP&IAD since the surveys were not conducted, or reliable data were not available. For the Baseline Survey, 896(Male: 715, Female: 181) farmers responded while 796 (Male: 662, Female 134) did for the Endline Survey. The rate of respondent of the Baseline Survey and the Endline Survey was 85% and 76%, respectively.

Table 10: Total number and percentage of respondents of Baseline and Endline Surveys

Description	Male	Female	Total
a) Total number of target farmers (of Group 1st -4th)	920	245	1165
b) Total number of target farmers during both surveys	821	230	1051
c) Total number of respondents of the Baseline Survey	715	181	896

d) Total percentage of respondents of the Baseline Survey	87%	79%	85%
e) Total number of respondents of the Endline Survey	662	134	796
f) Percentage of respondents of the Endline Survey	81%	58%	76%

As shown in Figure 1, the net income of the target farmers significantly increased by 128% from 13,072 ETB to 29,773 ETB after the two-year interventions of the project. In other words, their net income from the horticultural crop production almost doubled for that period. This highly exceeded the target value of Indicator 2 of the Project Purpose. The results of surveys also showed that target farmers spent 70% more input costs (increased from 5,606 to 9,541 ETB) to purchase improved seeds, fertilizer, pesticides, hiring additional labor and others. This indicated the increase in net income from horticultural crop production exceeded the increase in production costs, which can be said as a significant achievement (See also Table 11).

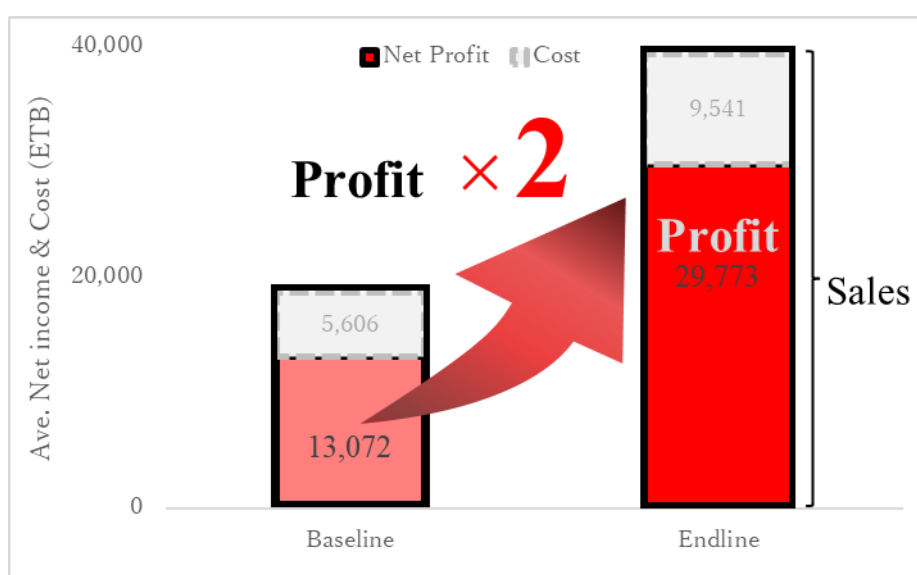


Figure 1: Average net income, cost and sales (ETB) from horticultural production after 2 years of the project interventions

Table 11: Results of the two-year interventions of the project

Item	Baseline Survey	Endline Survey
No of farmers	896	796
Male (%)	715 (78)	662 (83)
Female (%)	181 (22)	134 (17)
Ave. net income from horticulture (ETB), (S.D.)	13,072 (18,754)	29,773 ** (41,525)
Production cost (ETB)(S.D.)	5,606 (6,217)	9,541 ** (9,940)
Field size for veg. (ha) (S.D.)	0.21, (0.15)	0.20, (0.17)

Note: -1 S.D.: Standard Deviation. -2* means significantly different (P0.01) from the Baseline Survey.

The Figure 2 presents the net profit, the cost and the sales from the horticultural crops after the two-year interventions of the project in Amhara and Oromia regions. The net profit of the target

farmers in Amhara region largely increased by 179% from 9,174 to 25,636 ETB. Their investment dramatically increased by 121% from 4,062 to 8,977 ETB to purchase seeds, fertilizer and pesticides for this period. In the case of Oromia region, the net profit of the target farmers also increased by 105% from 18,329 to 37,495 ETB. Although not as much as those in Oromia region, the target farmers in Amhara region also bought more agricultural inputs over the two years, increasing their costs by 32% from 7,801 to 10,313 ETB.

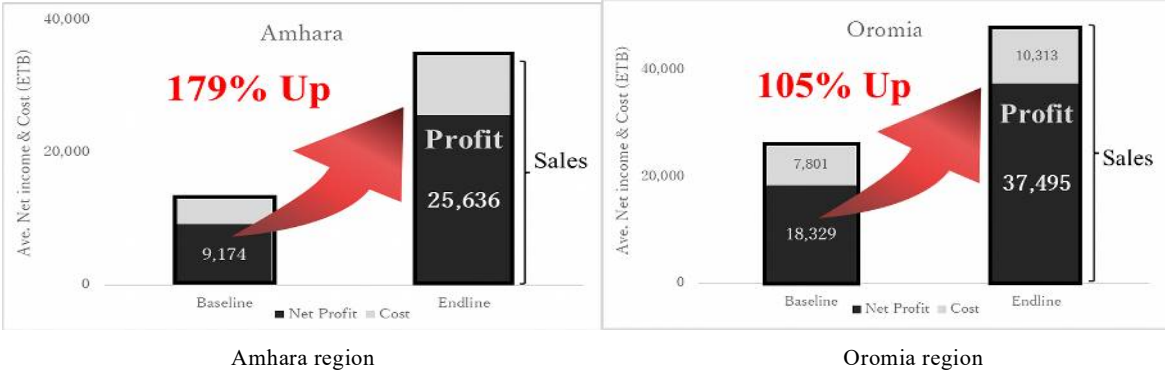


Figure 2: Net profit, cost after the 2 years interventions for the target groups in Amhara and Oromia regions

Indicator 3: The SHEP implementation guideline for Amhara and Oromia Regions is documented and proposed.

Indicator 3 has been achieved. As described in Indicator 3-1, the SHEP implementation guideline that is included in the standard package for core SHEP target groups has been finalized.

3. History of PDM Modification

The Project Design Matrix (PDM) was revised as per the following sequence. Firstly, the PDM Version 0 was revised and approved as the PDM Version 1 at the 1st Joint Coordinating Committee (JCC) meeting on June 30, 2017. Secondly, the project proposed PDM Version 2 at the 3rd JCC meeting on December 27, 2019 to make some amendments such as setting the target value of several indicators and modifying indicators of Output 3 based on the progress of implementation as well as the recommendations made by the Monitoring Study in November 2019. However, the 3rd JCC concluded that further discussion was necessary, and the proposal was not approved. Thirdly, the PDM was revised again in accordance with the extension of the project implementation period, and agreed as the PDM Version 3 which was attached with the amended R/D in December 2020. The amended R/D also officially validated the past two versions of PDM (Ver 1 and 2) that included proposed indicators of Outputs. Lastly, following the recommendations by the terminal evaluation team, revision of verifiable indicators of the Overall Goal was discussed and agreed at the 6th JCC meeting in December 2022, and was reflected on PDM Version 4.

4. Others

4-1 Results of Environmental and Social Considerations (if applicable)

N/A

4-2 Results of Considerations on Gender/Peace Building/Poverty Reduction (if applicable)

To promote women's active participation and "Farming as business", the project conducted the SHEP ToT program for CPs including gender since 2019. The project also developed the Gender Awareness training manuals in local languages (both Amharic and Oromiffa) for easy implementation and also set the favorable schedule of training taking into consideration the convenience of the farmers by the leadership of district C/Ps and DAs.

As the result of gender awareness training done by CPs, most of male farmers whom the project interviewed during the qualitative survey in May-June 2022 said that they understood the women's burden at home was heavy, so they shared household duties with women. They also understood that family was a farm management unit, and sharing information and mutual decision making in the family were important.

III. Results of Joint Review

1. Results of Review based on DAC Evaluation Criteria

Relevance: Very High

(1) Consistency with the policies of the GoE

The project is consistent with the Second Five-Year Development Plan (Ethiopian Growth and Transformation Plan, 2015/16—2019/20) and Ten Years Perspective Development Plan (2021 – 2030) that emphasize improving productivity among smallholder farmers and marketing systems. The project is also in line with the Ethiopia Agricultural Extension Strategy (2017) and the National Horticulture Development and Marketing Strategy (2017), which aims to expand market-oriented extension services.

(2) Consistency with the needs of the implementing agencies and the target farmers groups

Although the above strategy emphasizes the importance of support for smallholder farmers and promotion of extension of market-oriented agriculture, no specific intervention method is indicated. Therefore MoA, ABoA and OBoA had high expectations to the project in delivering actual services to smallholder farmers. The production of horticultural crops had gradually increased in Ethiopia then, but it had not necessarily led to an increase in income of smallholder farmers. The project has properly addressed such needs of the implementing agencies and the target farmers by adopting the approach to increase small farmers' income through horticulture production.

(3) Appropriateness of project approach

The selection of the target farmers groups was properly conducted according to the selection criteria decided by the Japanese Expert Team and the C/Ps. However, because some of the target groups were selected without sufficient understanding of their characteristics and capabilities, it became difficult for the district C/Ps to follow-up. As for the new target districts, the project selected districts which have strong willingness to participate in the project activities by collecting their

proposal.

Coherence: Very High

(1) Consistency with policies of the GoJ and JICA

The project is consistent with Japan's Country Assistance Policy for Ethiopia (2017) and the Official Development Assistance Rolling Plan for the Federal Democratic Republic of Ethiopia (2019). According to the policy and the plan, "agriculture and rural development" is one of the four priority areas for assistance. The project is also a component under the Agricultural Commercialization Program that encourages sustainable economic growth in Ethiopia. Therefore, the project is consistent with these Japanese aid policies. Furthermore, the agriculture and rural development sector is set as one of the Global Agenda of JICA, and one of its cooperation policies is to promote the market-oriented agriculture through the SHEP approach for smallholder farmers in which production and sale of agricultural products is based. Therefore, the project is highly consistent with JICA Global Agenda for Agriculture and Rural Development.

(2) Synergy effects and cooperation with JICA's other projects

The project was officially requested by the GoE to promote the results of the pilot activities based on the action plan developed by the ex-trainees of JICA's Knowledge Co-creation Program on "Market-oriented Agriculture Promotion for Africa (Planning and Management)." Once the project commenced, it has strengthened the capacities of the C/Ps in coordination with JICA's other schemes such as the Knowledge Co-Creation Program, including the training in Japan and in the third countries (overseas supplementary training in Kenya, international workshops in South Africa etc.). The project also provided the orientation and training on the SHEP approach for the staff members in the solar pump pilot project supported by JICA ex-Agriculture Advisor. In addition, the project provided the training and video materials of the SHEP approach to other JICA's technical cooperation called "Index-Based Crop Insurance Promotion Project for Rural Resilience Enhancement." Moreover, the Science and Technology Research Partnership for Sustainable Development called the Project on "Development of Next Generation Sustainable Land Management (SLM) Framework to Combat Desertification" has already developed its teaching materials by integrating the SHEP approach introduced by the project. Thus, the project has been in line with the past and present JICA's other projects cooperating each other.

(3) Consistency with the global framework, and harmonization and coordination with other assistance/projects and other development organizations

The project has cooperated and coordinated with the International Fund for Agricultural Development (IFAD) and Sasakawa Africa Association (SAA) that work in the same target regions by arranging their site visit to the target farmers groups of the project. The project also invited staff members of IFAD and SAA to the on-line SHEP training program and the SHEP Implementation Guideline workshop.

Apart from these, the project provided the training on SHEP approach for staff members of the

Agro-Business Induced Growth in the Amhara National Regional State Second Phase supported by the Finnish Government. Given the above, the project has had consistency and closely coordinated and cooperated with assistance of other development organizations.

Effectiveness: Very High

(1) Effects of the project

The project has brought about two most significant effects. First, the project has changed the mindset of the target smallholder farmers and increased their income through the market-oriented horticultural crop production based on the SHEP approach that comprises basic crop production techniques and marketing of horticultural crops. More specifically, most of the target farmers who expected free distribution of agricultural inputs, produced and sold only cereals or some surpluses of horticultural crops have been able to acquire farm management and cultivation skills and produce the market-oriented horticultural crops. Many farmers have come to have a network with the market stakeholders such as agro-dealers, wholesalers and retailers through the market survey and the linkage forum in the project. They have been able to produce their horticultural crops by adjusting the crop calendar to consider the peak demand period and avoid the price drop due to overlapping of harvesting time with other farmers. Some of them have purchased necessary agricultural inputs such as improved seeds, irrigation pumps and others as a group or individual, produced and sold their crops as a group or individual by negotiating with the wholesaler at a good price.

Second, the project has raised awareness of the SHEP approach and stimulated their behavior change from the production-oriented to market-oriented horticultural crop production among the C/Ps at the federal, regional, zonal and district levels as well as the DAs. In other words, the project has greatly contributed to improving their capacities including practical knowledge and various work skills that include basic horticultural crop production techniques, pest and disease control, marketing, gender, training of the SHEP approach, preparation of presentation materials and presentation, and know-how of promoting the market-oriented extension services.

(2) Degree of the achievement of the Project Purpose

The Project Purpose has been achieved as three Indicators have been already achieved.

(3) Contribution of Outputs

The achievement of all the three Outputs contributed to the attainment of the Project Purpose.

Efficiency: High

(1) Inputs from both sides

Most of the inputs from both the Ethiopian and the Japanese sides were provided as scheduled, except for 1) the dispatchment of the Japanese experts and 2) the budget allocated by the Ethiopian side. Such inadequate inputs have affected the smooth implementation to some extent, but not affected the achievement of Outputs.

As for 1) the former, short-term experts on Monitoring, and Training Material Development were

not dispatched as planned because of shortage of overall budget in JICA Headquarters in 2018. This has resulted in the inefficient management of the project and the heavy work burden for some Japanese experts and the project staff members.

Regarding 2) the latter, most of the C/Ps, especially district and zonal C/Ps, have faced challenges of monitoring and follow-up activities due to insufficient per diem although the project made payments as per the rules and regulations stipulated in the Harmonized Daily Subsistence Allowance (HDSA). According to them, they sometimes had to pay by themselves transportation costs of monitoring and follow-up activities because there was no budget from their organizations and inadequate DSA rates which were far lower than actual costs.

Apart from the above mentioned, the quality and quantity of the project inputs by both sides were adequate. By using these inputs, the project has implemented various activities, which contributed to attaining the respective Outputs.

(2) Degree of the achievement of the Outputs

By the end of the project, all the 3 Output have been achieved.

(3) Influence of Pre-Conditions

The project set “A sufficient number of C/P staff members are assigned for project implementation” as a Pre-Condition of the PDM. This has been met to date.

Impact (Prospect): Many positive impacts have emerged.

(1) Prospects for the achievement of the Overall Goal

As previously described, some positive signs towards the achievement of the Overall Goal have been confirmed. The SHEP approach will be reflected in the revised Horticulture Extension Package. This is a positive sign towards achieving the Overall Goal. In addition, the ABoA and the OBoA have started to undertake the scale-up activities through the integration of the SHEP approach into regular extension activities for non-target farmers groups. By the end of the project, 41 groups in Amhara region, 51 groups in Oromia region, total 92 groups started SHEP activities as scale-up. It is expected that they will continue to conduct the scale-up activities based on their action plans after the termination of the project, which will contribute to achieving the Overall Goal.

(2) Ripple effects

By increasing income of the target farmers from horticultural crops, following positive ripple effects have been observed: 1) More spending for children's education including payment of educational expenses, enrolment in urban schools and/or private schools; 2) Construction of new houses and renovation of their houses; 3) Purchase of household goods such as furniture, motorcycles, tricycles, televisions, smart phones, clothing, and others; 4) Purchase of livestock such as improved animal breed, oxen for ploughing, sheep, goats, horses and others; 5) Purchase of agricultural equipment such as mills, irrigation pumps, and others; 6) Increased self-sufficiency throughout the year; 7) Money saving with less money borrowed, 8) Starting new business such as

opening retail shops; 9) Purchase of new lands; 10) Becoming able to review and change the gender division of labor and decision-making process within households and between husband and wife; 11) One female farmer group being empowered and received a license as a registered target group of microfinance and a water pump program; 12) Trust relationship and close communication with DAs enhanced, and 13) Application of the SHEP approach to fruit crops such as avocados and bananas. It is worth noting that livelihood of the target farmers has been dramatically improved because of the interventions of the project.

Another ripple effect is that the project has coordinated and cooperated with other donors including IFAD, SAA and Agro-BIG to disseminate the SHEP approach and its effects. Furthermore, C/Ps at the zonal and district levels have promoted the SHEP approach themselves by allocating budget of other programs or integrating SHEP activities into other program activities. Such collaborative cases were observed with IFAD, Agriculture Growth Program -Second Phase (AGP2), International Organization for Migration(IOM), and other NGOs.

Sustainability (Prospect): High although it is necessary to increase the sustainability in the financial aspect

(1) Policy aspect: High

The federal government's Ten Years Perspective Development Plan (2021 – 2030) emphasizes improvement of productivity among smallholder farmers and marketing systems. The Horticulture Extension Package under revision is going to reflect the SHEP approach in it. This policy environment is very much conducive to the sustainability of the project.

Regarding the federal government's policy of wheat production by irrigation, which started by the Prime Minister's initiative in 2020, the C/Ps of MoA and OBoA stated that both wheat and horticultural crops should be cultivated 50% respectively. They clearly articulated that this policy does not force farmers to cultivate wheat. On the other hand, some of the district C/Ps and DAs as well as target farmers in Arsi zone and Jimma zone who were interviewed noted that despite the above policy, district and village administrative offices have forced farmers to give up vegetable cultivation and switch to wheat production. Some C/Ps and DAs reported that they received a warning letter to stop extension of horticultural crops. Some concerns still remain that this policy would affect the sustainability of this project.

Thus, it is fair to say that the sustainability in the policy aspects is high.

(2) Organizational aspect: High

MoA: Horticulture Development and Technology Transfer Directorate has been active as the implementing agency of this project. Also, Agricultural Extension Directorate has actively participated in the project in the latter part of the project period. MoA's organizational capacity for production and extension of horticultural crops using the SHEP approach has been also strengthened. It can be expected that it will play a leading role in scale-up activities based on the SHEP approach after the completion of the project.

ABoA: ABoA has taken initiative in implementing scale-up activities under its leadership since 2019.

Some of the C/Ps at district level have already started to integrate the SHEP approach into their regular extension services for non-target farmer groups based on their action plan for the scale-up. Moreover, ABoA took initiative in establishing the Agriculture Learning Platform in 2021 to share experiences and lessons among the various stakeholders including donor agencies. At this platform, the SHEP approach was selected as one of the best practices. Thus, ABoA is likely to disseminate the SHEP approach through this platform.

OBoA: OBoA at the zonal rather than the regional levels have taken the lead in conducting the scale-up activities. After the workshop on the scale-up activities, some of the C/Ps at district levels have also put their action plan into practice by incorporating the SHEP approach into their regular extension activities. On the other hand, it will be necessary for OBoA at regional level to play a leading role in keeping a good balance between horticultural crop production and wheat production in Oromia.

Given this, the sustainability in the organizational aspect can be considered as high.

(3) Technical aspect: High

The project has intensively strengthened capacity of the C/Ps at the federal, regional, zonal and district levels as well as DAs in the target communities. Most of the C/Ps who acquired practical knowledge, skills and know-how related to the SHEP approach, horticultural crop production, pest and disease management and gender are likely to keep applying them.

Because the personnel transfer of DAs frequently happens, it is necessary to train newly deployed DAs about the SHEP approach. In addition, in the process of scale-up activities, experts of horticulture and the team leaders of the newly target districts of OBoA and ABoA need to be trained by the C/Ps of the project.

Most of the target farmers interviewed in Amhara and Oromia regions noted that they have improved their confidence in horticultural crop production and marketing, and showed strong willingness to continue it as a business. Some of them suggested that they would like to learn more about pest and disease control. Considering above, most of the trained farmers are likely to continue to apply knowledge, techniques, and know-how based on the SHEP approach even after the end of the project.

However, most of the target farmers interviewed in Amhara region pointed out the shortage of quality seeds and fertilizers as critical issues they faced. The same issues were reported in Oromia region, too. Also, several farmers interviewed in Oromia region was concerned about adverse impacts of the national irrigated wheat production policy on their horticultural crop production. There was a misunderstanding among officers of the local administration about the policy, which needs to be tackled by awareness raising among them, but such an action has not been observed yet although the C/Ps of OBoA fully recognize the need to coordinate with the local administration to avoid the adverse effects on farmers. These external factors still remain, which is likely to affect some of the target farmers negatively after the end of the project, and may hinder sustainability of the project in the technical aspect.

Given the above, it is fair to say that sustainability in the technical aspect is high rather than very

high.

(4) Institutional aspect: Very High

The project has already developed the SHEP extension package, the standard version (Ethio-SHEP Implementation Guideline) and the simple version (Ethio-SHEP Minimum Package), which are expected to function as a basic tool for promoting agricultural extension services based on the SHEP approach. These packages will contribute to ensuring sustainability of the project in the institutional aspect. Even during the project period, C/Ps in both ABoA and OBoA have already taken initiative in conducting the scale-up activities by incorporating the SHEP approach into their regular extension services. Accordingly, it is fair to say that the sustainability in the institutional aspect is very high.

(5) Financial aspect: Low

As often pointed out by C/Ps, insufficient government budget has been a challenging issue of promoting the agricultural extension services. In spite of such difficulty, they have strived to integrate the SHEP approach into their regular extension services by allocating budget from other donors' programs for the SHEP activities, or by incorporating the SHEP trainings into other training programs such as irrigated wheat production.

However, C/Ps need to pay transportation costs including fuel costs to carry out activities such as monitoring and follow-up if the target areas of the SHEP scale-up activities are far away from the district office or the zonal office. It is still uncertain if MoA, ABoA and OBoA would be able to secure the necessary budget for follow-up and monitoring to accelerate the scale-up activities of the SHEP approach. Furthermore, there are concerns about the impact of inflation, which will affect the sustainability of the project in the financial aspect.

Considering this, it is fair to say that the sustainability in the financial aspect is low.

2. Key Factors Affecting Implementation and Outcomes

Two Important Assumptions were set in relation to Activity and Output on PDM; 1) Frequent transfer or resignation of C/P do not happen; and 2) The security situations in target areas do not deteriorate. These Important Assumptions have not been fully met, which affected the smooth implementation and the efficiency of the project.

The first Important Assumptions happened at least three times. Firstly, at the initial stage of the project, most of the ex-trainees who had implemented the pilot activities based on the SHEP approach were transferred or moved to other organizations, which affected the efficiency of the implementation of the project somehow. Secondly, when the Oromia Irrigation Development Authority (OIDA) was restructured and merged into the OBoA (2019), many OIDA C/Ps who had skills and knowledge on horticulture were transferred, resigned or retired, which caused inefficient implementation of the project to some extent. Thirdly, the transfer of DAs has frequently, almost yearly occurred in both Amhara and Oromia regions. The newly deployed DAs tended to have no

specific knowledge and skills on horticultural crop production. Thus, the project needed to provide the training for these newly deployed DAs, which inevitably reduced the efficiency of the project.

As for the second Important Assumption, the internal conflict has occurred in the country since November 2020. It had become significantly deteriorated, which forced not only the Japanese experts but also the JICA officials to evacuate from Ethiopia from early in November 2021 to early in February 2022.

Another two Important Assumptions were set in relation to Output and Project Purpose on PDM; 1) Natural disasters or severe weather conditions such as drought and flood do not happen frequently in the target areas; and 2) Prices on horticultural crops do not fall substantially. Although the natural disasters as well as the drop of the prices on some of the horticultural crops sometimes happened in the target areas, they have not adversely affected the achievement of the Project Purpose.

Except for the above Important Assumptions, it should be noted that some farmers in Oromia region were strongly instructed to convert from horticultural crops to wheat production due to the federal government's policy on domestic wheat production by irrigation that was started in 2020. Among the target farmer groups (the number of farmers participating in the Baseline and the Endline Surveys) in the third year, the number of wheat producers increased from 0% to 70% between the Baseline Survey and the Endline Survey. Because of this, Abosera Aiko in Oromia region, one of the target groups, was excluded from the data analysis of income from horticultural crop production, and it has not had any visible effect on the achievement of the Project Purpose. However, it can be inferred that the target farmers in Abosera Aiko and other groups in Oromia region might have discouraged to keep producing market-oriented horticultural crops.

3. Evaluation on the results of the Project Risk Management

(1) Result of risk management

i) Coping with organizational restructuring of C/P agencies and frequent turnover of C/Ps

As frequent turnover of DAs was anticipated from the beginning, the project invited as many DAs as possible to trainings and workshops rather than giving trainings to specific DAs, in hopes that loss of trained DAs would not seriously affect implementation of the SHEP activities. Additionally, the project delivered all the extension materials to woreda and kebele agriculture offices so that any DA can utilize the extension materials for the activities at kebele level.

In case of Oromia region, the C/P organization at initial stage was Oromia Irrigation Development Authority (OIDA) but it was merged into Oromia Bureau of Agriculture (OBoA) in 2019. Unfortunately, many technical staffs who had involved in the project at OIDA moved to other organization at that time. To mitigate the impact of this organizational restructuring, the project immediately arranged the JICA SHEP training program in Japan for newly assigned OBoA staffs to let them understand the SHEP approach deeply and take the leading role in implementation of the project activities as resource persons.

The project continuously tried to invite all the management staffs at each level of agriculture offices (federal, region, zone, woreda and kebele) to the project-related meetings and workshops to

let them familiarize and clearly understand the SHEP activities on the ground.

ii) Project implementation during the absence of Japanese experts (Covid-19 and the security deterioration)

During the project implementation period, Japanese experts were compelled to evacuate the country two times; 1) From April 2020 until February 2021 due to the Covid-19 pandemic, and 2) From November 2021 until February 2022 due to the civil war in the country. Because of the nature of JICA's technical cooperation project, it was difficult for the project to disburse its budget during the absence of Japanese experts, which resulted in serious setback in implementation of the planned activities during these periods.

In 2020 under the Covid-19 pandemic, seeking for a possible way to carry out the activities under the budget disbursement difficulties, the project adopted a tentative implementation modality; to conclude a direct contract between JICA Ethiopia Office and each implementing agency (MoA, ABoA and OBoA). The contract period was set from December 2020 until March 2021, during which the project budget was transferred from JICA Office to each agency and was disbursed by C/Ps for conducting field activities such as baseline survey for 4th-year target groups, in-field trainings and monthly meetings for follow-up at woreda level. This unusual arrangement enabled the project to maintain its intervention during the blank period until the return of Japanese experts to Ethiopia, while also proved the C/Ps' organizational capability in implementing the Ethio-SHEP activities by themselves.

A similar contracting modality was adopted in Jan-Feb 2021 with ABoA and OBoA to again cope with absence of Japanese experts due to the Internal conflict. Under the contracts, activities such as monitoring, in-field trainings and field-day programs were carried out by regional, zonal and woreda C/Ps. In addition, in Amhara region, a regional finance officer was appointed as JICA's Temporary Accounting Officer and delegated to disburse a part of the project's Overseas Activities Cost to conduct exchange visits in the target zones in January 2021. The budget disbursement modality of the above cases was not common for JICA, but was adopted as a backup measure to continue the project activities under the unexpected circumstances. It also revealed a possibility to entrust C/P organizations with budget disbursement to some extent, which would further encourage their ownership over the project implementation and lead to ensuring sustainability of the project activities.

iii) Balancing with the irrigated wheat strategy

Food security and import substitution have become the political agenda at national level and implementation of the irrigated wheat strategy has massively started since 2020 which has created serious confusion and adverse impact on the target farmers in terms of income from horticulture production in the irrigation season. To mitigate this confusion on the ground, the project organized several consultation meetings with the stakeholders at zone, woreda and kebele level for their mutual understanding and a better & realistic solution for target farmers. In the occasion of the Regional Review Meeting and the SHEP scale-up Workshop organized by the project and C/Ps in 2022, again this issue was raised as one of the critical agendas. MoA and regional BoAs emphasized

the need to implement wheat and horticulture production in a balanced way from the viewpoint of national food & nutrition security, while also considering the farmer's willingness.

(2) Results of the use of lessons learnt

Considering the limited resources both in terms of budget and personnel available for the extension service delivery in Ethiopia, the project and C/Ps, supported by advisory mission by Dr. Aikawa (Aug 2019) and SHEP monitoring mission by Dr Shuto (Oct 2019), started a discussion to simplify the implementation of SHEP activities. It included suspension of the project's direct technical assistance in establishing demo plots, introduction of the proposal system in target woreda selection, and development of a simpler SHEP package that focuses on core & essential activities which can be implemented in the regular extension system. This is what we call "Ethio-SHEP Minimum Package" which includes core activities namely market survey, crop selection & calendar making and technical training by using Kamishibai materials. Since 2022, C/Ps started to implement the SHEP scale-up activities based on the Minimum Package.

4. Lessons Learnt

1. In a project aiming at providing effective extension services to farmers, situation analysis or survey for target areas and groups should be appropriately undertaken in the aspects of appropriate climate, land, accessibility, and agricultural, social, and cultural practice. Also, it is useful to introduce a proposal system for selecting target areas and groups by C/Ps, which requires a detailed analysis of target groups before submission of the proposal. They will help clarify an implementation strategy of technical cooperation and increase its effectiveness and efficiency.

The project did not conduct the situation analysis survey in the target areas and among the target farmers before its intervention, since it was not included in the PDM. Thus, the project has undertaken activities based on the SHEP approach by try and error particularly in the first half period of the project. However, it was revealed that the project management and implementation methods led by the Japanese expert team rather than the C/Ps did not fully produce outputs in spite of heavy workload of the Japanese expert team. Accordingly, the project has changed its management and implementation methods since the third year. It has also introduced a proposal system in which the district C/Ps having willingness to participate in the project can propose target farmer groups based on the analysis of collected information beforehand. The implementation of the first-half year of the project could have been much more easily and effectively done if the project properly and objectively grasped the status of target farmers groups through undertaking the situation analysis survey or introducing the proposal system at the early stage.

2. A synergistic effect of thematic training, training in a third country, and a technical cooperation project is effective in developing capacities of C/Ps, fostering a mutual understanding of objectives of the project, and strengthening a sense of ownership and

responsibility of C/Ps. It will also help ensure a sustainability of the project.

By the time of the project, 40 C/Ps participated in the thematic training related to the SHEP approach in Japan, Kenya, and Malawi, and the international workshops in South Africa. The ex-trainees of these training have taken in the lead in conducting the scale-up activities of the SHEP approach with the strong leadership in Amhara region and Jimma zone of Oromia region even during the project period. This has contributed to enhancing sustainability of the project. This also suggests that combined implementation of JICA's aid schemes, particularly training programs in Japan and a third country, can contribute significantly to generating synergy effects in developing C/Ps understanding and motivation toward the SHEP approach, which also helps improve a sense of ownership of C/Ps and enhance sustainability of a project. It is however notable to mention that online training programs, conducted in 2020~2022 due to difficulty of cross border movement during/after the Covid-19 pandemic, have limited effectiveness in motivating C/Ps since they missed exposure opportunities. It is highly desirable that JICA would soon resume its training programs in Japan and the third countries.

3. Development of an implementation guideline to disseminate certain approaches and models in a project should be undertaken not just before the end of the project but drafted at an early stage. In other words, conducting trials of draft ones and finalizing them with strong involvement of C/Ps are highly effective in developing a dissemination strategy of such a guideline and enhancing a sustainability of the project.

The project has developed and modified the SHEP Implementation Guideline several times based on the progress of activities and the feedback from the SHEP Implementation Guideline committee in which the main C/Ps participated. Apart from the standard package of SHEP extension including this guideline, the project has developed the simple package of SHEP extension, by which the C/Ps have already undertaken the scale-up activities. This indicates if a series of processes of developing a draft Implementation Guideline at an early stage, putting it into practice, and revising it based on the results can be done during the implementation stage rather than just before the end of the project, it will highly be effective in developing a dissemination strategy and enhancing a sustainability of a project.

4. Backup measures, including a mode of budget disbursement, to maintain the project activities when Japanese experts and project staff are unable to travel to target sites should be planned in advance.

As stated earlier, the project faced serious difficulties in carrying out the planned activities when Japanese experts evacuated the country twice due to the Covid-19 pandemic (2020) and the internal conflict in Northern Ethiopia (2021), because budget disbursement for field activities was suspended in absence of Japanese experts. Also, when project activities are conducted in both regions in parallel during the busy season, payment of activity cost at the field level such as per diem payment to C/Ps, purchase of goods and refreshments, payment of training venue fee, etc. could not be handled by the project coordinator only. The project coped with such cases by alternative measures

such as delegating Assistant Cashier to the project staff, having a project staff or even a C/P be delegated as JICA's Temporary Accounting Officer, and a direct contract with MoA, ABoA, and OBoA, which were however considered as unusual cases.

Agricultural extension projects like Ethio-SHEP, by its nature, often involve budget disbursement by cash in remote areas. On the other hand, JICA's technical cooperation scheme has strict rules that allow Japanese experts only in principle to disburse the project budget, which not only hampers the project's mobility and timeliness but would also prevent C/P agencies from developing their managerial capacity and a sense of ownership over the project. As Ethiopia's internal security remains to be volatile, JICA's travel restriction in the country would probably continue and occasionally be further tightened, and Ethio-SHEP Phase 2 project, with even wider and more scattered target areas, is highly likely to face a similar difficulty in budget disbursement. It is therefore critical for JICA to plan in advance possible measures to continue project interventions even when Japanese experts and project staffs are unable to travel to target sites.

IV. For the Achievement of Overall Goals after the Project Completion

1. Prospects to achieve Overall Goal

【Overall Goal】 Market-oriented agriculture based on the SHEP approach is promoted by the Ethiopian government

The indicator of the Overall Goal was revised at the final JCC meeting held in December 2022, according to the recommendation by the terminal evaluation.

There are three aspects which evaluate how far the Ethiopian government would have promoted the SHEP approach; 1. Federal government's policy, 2. Continuity of SHEP scale-up activities in the project targeted areas and 3. Expansion of the SHEP approach to new areas. One indicator for each aspect, total three indicators were set. At the end of the project, some positive signs towards the achievement of the Overall Goal have emerged at the federal and the regional levels.

Indicator 1: Market-oriented agriculture based on the SHEP approach is incorporated into the Horticulture Extension Package or relevant national strategies on agriculture extension
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The Horticulture Development and Technology Transfer Directorate of MoA is finalizing the revised Horticulture Extension Package, which incorporated the four essential steps of SHEP approach: 1) Share goals with farmers, 2) Farmers' awareness is raised, 3) Farmers make decisions, and 4) Farmers acquire skills. This can be a positive element to achieve this indicator.

Indicator 2: 70 farmers groups in Oromia region and 80 farmers groups in Amhara region benefit from the scale-up activities based on the SHEP approach by 2026.

By the end of the project, 51 groups in Oromia region and 41 groups in Amhara region, total 92 non-targeted farmer groups, have started SHEP activities as scale-up by counterpart's own initiative.

Both OBoA and ABoA explained that they continue the SHEP scale-up activities. In addition to the number of groups which have already started SHEP activities, OBoA and ABoA have a plan to further increase scale-up groups as follows;

- OBoA: One new group by target woreda each year = 1group x 7 woredas x 3 years = additional 21 groups
- ABoA: Two new groups by target woreda each year = 2 groups x 7 woredas x 3 years = additional 42 groups

In case that each regional bureau could conduct the activity as planned, this indicator will be achieved.

Indicator 3: Apart from Oromia and Amhara regions, MoA starts to apply the SHEP approach into the regular extension services in at least one region under the Ministry's initiative.

While the first indicator focuses on the government's policy, this indicator evaluates the government's action to expand the SHEP approach to new areas. For example, organizing a training on the SHEP approach for officers in non-targeted region can be an action to achieve this indicator. At the time of end of the project, MoA shows their intension to conduct such activities.

2. Plan of Operation and Implementation Structure of the Ethiopian side to achieve Overall Goal

As mentioned above, to achieve Overall Goal, both federal level and regional level C/Ps need to undertake SHEP scale-up activities. The implementation structure which was established and worked during the project period, such as focal person in the target area at each level, will be maintained even after the project to conduct SHEP scale-up activities. Also, as the scale-up activity will be conducted as a part of their regular extension services, it should be implemented not as a task of the horticulture team only but as a task undertaken by the whole office including the extension team. Similarly, planning, monitoring and reporting need to be conducted as a part of their ordinary work flow.

3. Recommendations for the Ethiopian side

The project recommends CPs to incorporate the SHEP activity for both project targeted groups and scale-up groups in the regular annual plan of the respective kebele, woreda, zone and region. This will allow CPs at each level to conduct and monitor properly the SHEP activity. While the SHEP scale-up based on the Minimum Package has officially started since 2022, it is crucial to conduct a monitoring properly and draw tips and lessons learnt for further improvement of the SHEP scale-up as a part of the regular agricultural extension services. Also, on the occasion of collection of best practices by CPs, the participatory monitoring/evaluation method "Most Significant Change (MSC)" can be useful.

In case of turnover of focal person who is in charge of SHEP activity in the woreda/zonal/regional office, a new focal person should be assigned to assure the continuity of the SHEP activity. It is also strongly recommended to involve the extension team at each office level to further institutionalize the

SHEP approach in the regular extension system

The project developed several extension materials such as activity formats, Kamishibai, pest & disease control manual, etc. and the SHEP Implementation Guideline, both the standard package and the minimum package, with the C/Ps. All those materials should be effectively utilized by C/Ps to further scale-up the SHEP approach even after the project termination. Those extension materials can be also utilized by the government's regular training programs to further incorporate the SHEP approach and strengthen the country's public agricultural extension services. The materials can also be utilized in the training opportunities arranged by other development partners and NGOs.

As mentioned earlier, MoA is going to incorporate the SHEP approach and its four essential steps into the revised Horticulture Extension Package. This is an important step for institutionalization of the SHEP approach within the Ethiopian public agricultural extension system. It is also highly recommended to incorporate the SHEP approach into the National Agriculture Extension Strategy at the time of its revision in the future.

During the regional closing workshop held in Nov~Dec 2022, MoA and the regional BoAs raised a discussion point to utilize the SHEP approach for strengthening other extension approaches, such as FFS approach, to create a synergy and maximize the outcome of interventions. It is highly recommended that further discussion and F/U to be conducted by MoA and the regional BoAs to materialize this idea on the ground.

4. Monitoring Plan from the end of the Project to Ex-post Evaluation

At the 6th JCC meeting in Dec 2022, the project and CPs agreed to amend the indicators of the overall goal of PDM which will be evaluated at the ex-post evaluation to be conducted after three years of the project termination. JICA Ethiopia Office is expected to follow up the progress of activities related to overall goal by each indicator: Indicator 1 is incorporation of the SHEP approach by MoA into the Horticulture Extension Package, and JICA Ethiopia Office is expected to give technical supports if necessary. Indicator 2 is about continuity of the SHEP scale-up by target regions. Indicator 3 is about expansion of the SHEP approach to new regions by MoA. With regard to Indicator 3, MoA's efforts to expand the SHEP approach to new areas could include actions such as providing trainings that has incorporated the SHEP approach to officers of new regions, using the SHEP extension materials developed by the project at various different occasions, and incorporating the SHEP approach in the ministry's regular training program as well as the other NGO/Donor program. JICA Ethiopia Office is expected to follow up and support /coordinate such efforts by MoA.

ANNEX 1: Results of the Project

Annex 1-1 List of Dispatched Experts

(1) Long-Term Experts

No	Name of Expert	Title	Duration
1	Mr. Fumiaki Saso	Chief Advisor/Market-Oriented Agriculture	15 January 2017 ~ 31 January 2021 4 August 2021 ~ 14 January 2023
2	Dr. Sayuri Teramoto	Horticulture	21 March 2017 ~ 20 March 2019
3	Ms. Akiko Fukuda	Coordinator/ Training Management	6 February 2017 ~ 21 April 2018
4	Mr. Yuzo Furukawa	Deputy Chief Advisor/Horticulture	6 March 2019 ~ 14 January 2023
5	Ms. Yoko Ichikawa	Project Coordinator/ Training Management	9 May 2018 ~ 8 May 2020
6	Ms. Yoko Yamazaki	Project Coordinator/ Training Supervision	16 February 2021 ~14 January 2023
7	Ms. Akiko Kinoshita	Monitoring and Evaluation System	6 October 2021 ~14 January 2023

(2) Short-Term Experts

No	Name of Expert	Title	Duration
1	Mr. Hirotohi Koda	Horticulture	13 October 2019 ~ 3 November 2019

Annex 1-2 List of Counterparts

No	Name	Role in the Project	Title	Duration
Ministry of Agriculture (MoA)				
1*	Mr. Wondale Habtam	Project Director	Director General, General Directorate of Agriculture Extension	2016-2018
			State Minister of Horticulture sector	2020-2021
2*	Mr. Girmame Garuma	Project Director	Director General, General Directorate of Agriculture Extension	2018-2020
3*	Dr. Meles Mekonen	Project Director	State Minister, Agriculture & Horticulture Development Sector	2021-present
4*	Mr. Dereje Yigezu	Project Manager (Federal)	Director, Horticulture Development and Technology Transfer Directorate (HDTTD)	2016-2018
5*	Mr. Abdella Negash	Project Manager (Federal)	Director, Horticulture Development and Technology Transfer Directorate (HDTTD)	2018-Present
6*	Mr. Gutu Mijena	Focal Person (Federal)	Horticulturist, HDTTD (Ex-participant of JICA training)	2016-2018
7*	Mr. Gosa Seyoum	Focal Person (Federal)	Horticulturist, HDTTD (Ex-participant of JICA training)	2018-Sept 2019
8*	Mr. Mitiku Tefera	Focal Person (Federal)	Horticulturist, HDTTD (Ex-participant of JICA training)	Sept-Nov2019
9*	Mr. Derbew Kebede	Focal Person (Federal)	Horticulturist, HDTTD (Ex-participant of JICA training)	Nov 2019-Present
10	Mr. Mihiret Shelema		Horticulturist, HDTTD	2016-Present
11	Ms. Meseret Shiferaw		Team leader, Horticulturist, HDTTD	2016-Present

No	Name	Role in the Project	Title	Duration
			(Ex-participant of JICA training)	
12	Ms. Yenenesh Egu		Director, Agricultural Extension Directorate	2019-Present
13	Mr. Teshome H/Gabriel		Soil and Water Conservation Expert, Agricultural Extension Directorate	2021-Present
14	Mr. Yaregal Yusuf		Horticulturist, Agricultural Extension Directorate	2021-Present
15	Mr. Yared Tigabu		Senior Expert, Agricultural Extension Directorate	2021-Present
16	Mr. Amsalu Geletu		Expert, Agricultural Extension Directorate	2021
17	Mr. Fanta Yimam		Expert, Agricultural Extension Directorate	2022
Amhara Region				
Amhara Bureau of Agriculture (ABoA)				
1	Mr. Aytenew Endeshaw		Deputy Bureau Head, ABoA (In charge of horticulture)	2016-2018
2	Mr. Tekeba Tebabal		Deputy Bureau Head, ABoA (In charge of horticulture)	2019-2020
3	Mr. Abebaw Getie		Deputy Bureau Head, ABoA (In charge of horticulture)	2020-2021
4	Mr. Markos Wolde		Deputy Bureau Head (In charge of natural resources)	2018-2020
5	Mr. Kalkidan Shiferaw		Deputy Bureau Head, ABoA (In charge of horticulture)	2021-present
6*	Mr. Abiot Belay	Project Manager (Amhara region)	Director, Department of Horticulture & Irrigation Water Management	2017-2018
7*	Mr. Yibelltal Wondimnew	Project Manager (Amhara region)	Director, Department of Horticulture & Irrigation Water Management	2018-present
8*	Ms. Belaynesh Melaku	Focal Person (Amhara region)	Horticulture Expert, Department of Horticulture & Irrigation Water Management	2017-2018
9*	Mr. Girma Bekele	Focal Person (Amhara region))	Expert, Department of Horticulture & Irrigation Water Management (Ex-participant of JICA training)	2019-present
10	Dr. Shimelash Yeshaneh		Advisor for Department of Horticulture & Irrigation Water Management	2021
West Gojam zone agriculture office, Amhara region				
1	Mr Tesfaye Asimare		Deputy Head	2020-present
2*	Mr. Tamene Fikrie		Team Leader, Horticulture team	-present
3*	Mr. Girma Tamir	Focal Person (zone)	Horticulture Expert	2017-2021
4*	Mr. Degisew Adamu	Focal Person (zone)		2021-present
Jabi Tehinan woreda				
1	Mr Dereje Fentawu		Head	-present
2	Mr. Abera Welelawu		Process Owner, Horticulture & Irrigation Agronomy Process	2017-2018
3*	Mr. Mengesha Ayicheh		Team Leader, Horticulture	2018-preent
4*	Mr. Mengistie Alemu	Focal Person (woreda)	Horticulture expert (Ex-participant of JICA training)	2017-Present
South Achefer woreda				
1	Mr. Aweke Degarege		Process Owner, Horticulture & Irrigation Agronomy Process	2017-present
2*	Mr. Yashambel Dereje	Focal Person (woreda)	Horticulture Expert	2017-2018
3*	Mr. Aragaw Alemu	Focal Person (woreda)	Horticulture Expert (Ex-participant of JICA training)	2018-2019

No	Name	Role in the Project	Title	Duration
4*	Mr. Melaku Albachew	Focal Person (woreda)	Irrigation Agronomy Expert	2019-2020
5*	Mr. Andargachew Adimas	Focal Person (woreda)		2020-present
Dembecha woreda (2019-)				
1	Mr. Mulugeta Below		Team Leader, Horticulture	2019-present
2	Mr. Yetwale Mebrie	Focal Person (woreda)	Horticulture Expert (Ex-participant of JICA training)	2019-present
AWI zone agriculture office, Amhara region				
1	Mr. Ajebe Sinishaw		Head	2017-2020
2	Mr. Yetwale Getaneh		Head	2020-2021
3*	Mr. Addisu Alemu		Team Leader, Horticulture	2018- present
4*	Mr. Mihret Kassahun	Focal Person (zone)	Process Owner, Horticulture & Irrigation Agronomy Process	2017-2018
5*	Mr. Embiale Birhan	Focal Person (zone)	Horticulture Expert	2018-2021
6*	Mr. Berihun Mebirate	Focal Person (zone)	Horticulture Expert	2021-present
Ankasha woreda				
1	Mr. Mulat Getinet		Vice Head	-present
2*	Mr. Yawuna Yawuna		Team Leader, Horticulture	2017-2019
3*	Mr. Dereje Yechuala		Team Leader, Horticulture	2019-present
4*	Mr. Getachew Simeneh	Focal Person (woreda)	Horticulture Expert (Ex-participant of JICA training for Young Leaders)	2017-present
Guagusa woreda				
1	Mr. Dereje Weldegerima		Head	-present
2*	Mr. Hayimanot Atinafe		Team Leader, Horticulture	2017-present
3*	Ms. Yalemzerf Atinafu	Focal Person (woreda)	Horticulture Expert	2017-present
Ayu Guagusa woreda (2019-)				
1	Mr. Atenaw Yenew		Head	-present
2*	Mr. Abiyot Yeshaneh		Team Leader, Horticulture	2019-present
3*	Mr. Bizuayehu Anjet	Focal Person (woreda)	Horticulture expert	2019-present
Banja woreda (2019-)				
1*	Mr. Amisalu Ateneh		Team Leader, Horticulture	2019-present
2*	Mr. Addisu Fekadu	Focal Person (woreda)	Horticulture expert	2019-present
Oromia Region				
Oromia Irrigation Development Authority: OIDA (-2019)				
1	Mr. Feyisa Asefa		Director General, OIDA	2017-2018
2	Mr. Seyfedin Mahadi		Director General, OIDA	2018-2019
3	Mr. Samuel Hussein		Deputy Head, Irrigation Process, OIDA	2017-2019
4*	Mr. Kifle Bekele	Project Manager (Oromia region)	Process Owner, Extension (Ex-participant of JICA training)	2017-2019
5*	Mr Brehanu Maru	Focal Person (Oromia region)	Horticulture senior expert, Extension (Ex-participant of JICA training)	2018-2019
Oromia Bureau of Agriculture: OBoA (2019-)				
1	Mr. Getu Gemechu		Deputy Head of Bureau and Head of Agriculture Sector	2019-present
2*	Mr. Bayene Mamo	Project Manager (Oromia Region)	Director, Crop Development Directorate, OBoA (Ex-participant of JICA training)	2019-present
3*	Mr. Sheleme Beyera	Focal Person (Oromia Region)	Horticulture Expert, OBoA (Ex-participant of JICA training)	2019-present
Arsi zone agriculture office, Oromia region				
1	Mr. Nebiy Morkey		Head	2018
2	Mr. Debela Feyiso		Head	N/A
3*	Mr. Dedefi Edaso	Focal Person (zone)	Horticulture Expert, Crop Development (Ex-participant of JICA training)	2017-present
Digalu Tijo woreda				

No	Name	Role in the Project	Title	Duration
1	Mr. Endalachew Tsega		Process Owner, Extension Process	2017-2018
2	Mr. Abarash Lemma		Process Owner, Extension Process	
3*	Mr. Gabi Mohammed	Focal Person (woreda)	Horticulture Expert, Extension Process (Ex-participant of JICA training)	2017-2019
4*	Mr. Addisu Feyisa	Focal Person (woreda)	Horticulture Expert, Crop Development	2019-present
Tiyo woreda				
1	Mr. Tahir Edao		Head	2017-2018
2*	Mr. Zelalem Shumi		Team leader, Crop Development	
3*	Mr. Tsega Mamo	Focal Person (woreda)	Protection Expert, Extension Process	2017-present
Lude Hetosa woreda (2019-)				
1*	Ms. Alemas Abera		Team Leader, Crop Development	2019-present
2*	Mr. Kurkure Mesfin	Focal Person (woreda)	Horticulture Expert, Crop Development	2019-present
Jimma zone agriculture office, Oromia region				
1	Mr. Eliyas Indiriyas		Head	2019-present
2*	Mr. Asefaw Embabo		Team Leader, Crop Development	2019-present
3*	Mr. Abate Kedida	Focal Person (zone)	Senior Horticulture Expert, Extension Process (Ex-participant of JICA training)	2017-2019
4*	Mr. Amin Abbabiya	Focal Person (zone)	Agronomist, Crop development (Ex-participant of JICA training)	2019-present
5	Mr. Mokonnnon Gammachu		Team Leader, Extension Process	2019-present
Seka Chokorsa woreda				
1	Mr. Gabriele Feyisa		Head, Woreda OIDA	2017-2018
2*	Mr. Suleman Aba Dilibi		Team Leader, Extension Process	2017-2019
3*	Mr. Adisu Haile		Team Leader, Extension Process	2020-2022
4	Mr. Mengistu Sime		Process Owner, Extension Process	-2020
5*	Mr. Teshome Gashu	Focal Person (woreda)	Agronomist, Extension Process (Ex-participant of JICA training)	2017-present
Kersa woreda				
1	Mr. Mustefa Amaanu		Head	2017-2019
2*	Mr. Zakir Adem		Team Leader, Extension Process	2017-2019
3*	Mr. Shileshi Tafese	Focal Person (woreda)	Agronomist, Extension Process	2017-present
Dedo woreda (2019-)				
1	Mr. Fuad Temam		Head	2021-present
2*	Mr. Abebe Bekele	Focal Person (woreda)	Team Leader, Extension Process	2020-present
3*	Mr. Ahmed Shemusa	Focal Person (woreda)	Horticulture Expert, Extension Process	2019-2020
Mana woreda (2019-)				
1	Mr. Mohamad Abdela		Head	2019-present
2*	Mr. Mekonnen W/Giorgis		Team Leader, Extension Process	2019-2021
3*	Mr. Selam Abba Giddi	Focal Person (woreda)	Horticulture Expert, Extension Process	2019-2020
4*	Mr. Dawit Sintayeyhu	Focal Person (woreda)	Horticulture expert, Extension process	2022-present

Note-1 *indicates main counterparts

-2 Persons with gray highlight have already left the position.

Annex 1-3 List of participants of training

1. JICA Knowledge Co-Creation Programs (KCCP) Training Course ‘Market-Oriented Agriculture Promotion (Planning and Management)’

JFY	Period	Name	Office	Position
2017	In Japan: May 7~20,	Ms. Meseret Shiferaw	HDTTD, MoA	Team Leader,

	2017 (In Kenya: May 22~26 2017)	Mr. Abete Kedida	Jimma zone OIDA office, Oromia region	Horticulturist Zonal focal person
		Mr. Gete Fufa	ABoA	Senior horticulture expert
2018	Nov 4~17, 2018 (In Malawi: November 18~23 2018)	Mr. Mengistu Alemu	Jabi Tehnan worda agriculture office, West Gojam zone, Amhara region	Woreda focal person
2019	In Japan: May 12~25, 2019 (In Kenya: May 26~31 2019)	Mr. Gosa Seyoum	HDTTD, MoA	Fruit & vegetable expert Federal focal person
		Mr. Girma Bekele	ABoA	Senior horticulture expert Regional focal person
	Nov 10~23, 2019 (In Malawi: November 24~29 2019)	Mr. Mitiku Tefera	HDTTD, MoA	Federal focal person
	Mr. Beyane Mamo	Crop Development Directorate, OBoANR		
2020	(Online) Feb 8~26, 2021	Mr. Sheleme Beyera	Crop Development Directorate, OBoANR	Regional focal person
2021	(Online) Nov 8~26, 2021	Mr. Derbew Kebede	HDTTD, MoA	Horticulturist Federal focal person
		Mr. Amin Ababiya	Jimma zone agriculture office, Oromia region	Agronomist Zonal focal person
2022	(Online) Nov 7 ~ 25, 2022	Ms. Heregewoin Gashaw	Horticulture Development Department, MoA	Vegetable and Herbs Post-harvest Expert
		Mr. Tamene Fikirie	West Gojam zone agriculture office, Amhara region	Team leader Zonal focal person

2. JICA KCCP Training Course ‘Market-Oriented Agriculture Promotion for Extension Officer

JFY	Period	Name	Office	Position
2017	Apr 3 ~ Sep 10, 2017	Mr. Aragaw Alem	South Achefer worda agriculture office, West Gojam zone, Amhara region	Woreda focal person
2018	Apr 1 ~ Sep 7, 2018	Mr. Gebre Feyisa	Seka Chokorsa worda OIDA office, Jimma zone, Oromia region	Head
2020	(Online) Nov 2020 ~ Jan 2022	Mr. Teshome Gashu	Seka Chokorsa worda agriculture office, Jimma zone, Oromia region	Agronomist Woreda focal person
2021	Mar 1 ~ Dec 16, 2022 (In Japan: May 8 ~ Sep 30, 2022)	Mr. Yetwale Mebrie	Dembecha agriculture woreda office, West Gojam zone, Amhara region	Horticulture expert Woreda focal person

3. JICA KCCP Training Course ‘Young Leaders Training “Rural Development Course”

JFY	Period	Name	Office	Position
2019	Sep 2~19, 2019	Mr. Getachew Simeneh	Ankasha worda agriculture office, Awi zone, Amhara region	Horticulture expert Woreda focal person

4. JICA KCCP Training Course ‘Integrated Agriculture and Rural Development through the Participation of Local Farmers (A)’

JFY	Period	Name	Office	Position
2021	Jan 11~31, 2022	Ms. Habtam Zeru	Food and Nutrition Coordination Office, MoA	Nutrition expert

5. SHEP International Workshop in South Africa

JFY	Period	Name	Office	Position
2016	Feb 13-14, 2017	Mr. Dereje Yigezu	HDTTD, MoA	Director Project Manager
		Mr. Gutu Mijena	HDTTD, MoA	Horticulturist
		Mr. Seifudin Mehadi	OIDA	Director General
		Ms. Biftu Gizachew	OIDA	Horticulture expert
		Mr. Sintayehu Miskir	ABoA	Process owner
		Mr. Belaynesh Melaku	ABoA	Horticulture expert Regional focal person
2018	April 23-24, 2018	Mr. Wondale Habtamu	General Extension Directorate, MoA	Director General Project Director
	Feb 26-27, 2019	Mr. Abdella Negash	HDTTD, MoA	Director Project Manager
		Mr. Berhanu Maru	OIDA	Team Leader, Horticulture Process Regional focal person
		Mr. Yibelltal Wondimnew	ABoA	Director
2019	Feb 25~26, 2020	Mr. Derbew Kebede	HDTTD, MoA	Horticulture expert Federal focal person
		Mr. Beyene Mamo	OBoANR	Director
		Mr. Shelema Beyera	OBoANR	Irrigation agronomist Regional focal person
		Mr. Abebaw Getie	ABoA	Deputy Head
		Mr. Girma Tamire	West Gojam zone agriculture office, Amhara region	Horticulture expert Zonal focal person
2020	(Online) Mar 5, 2021	12 persons of MoA, ABoA, OBoANR, SAA, IFAD and ETG invited. Each of them joined the sessions partially.		
2021	(Online) Mar 4, 2022	19 persons of MoA, ABoA, OBoA SAA, IFAD joined it at a hotel in Addis Ababa.		

Annex 1-4 Equipment and Materials provided by the Japanese

Summary

		Japanese yen ¥	USD	Ethiopian Birr	Remarks
(1)	Equipment and material procured by JICA (Procured from Japan)	3,805,585		1,496,110.53	* JICA's exchange rate of the month of procurement of each item is applied.
(2)	Equipment procured by JICA Ethiopia Office	42,217,470	338,183.59	11,343,088.98	* JICA's exchange rate of the month of procurement of each item is applied.
(3)	Equipment and material procured by the project with Overseas Activities Cost	10,494,129		2,920,845.88	
Grand Total		56,517,184		15,760,045.38	

(1) List of equipment and material procured by JICA (Procured from Japan)

Frequency of Use: A=Always, B=Often, C=Sometimes
Condition: A=Good, B=Fair, C=Bad

N o.	Acquisition Date	Item Name	Specificatio n/Model	Unit/S et	Unit Price (FOB¥)	Unit Value (CIF; ¥)	Total Value (CIF; ¥)	Unit Value (CIF; ETB)	Total Value (CIF; ETB)	Purpose of Use	Installation Place	Frequen cy of Use	Condi ti on	Remarks
JFY 2020 (Apr 2020 - Mar 2021)														
1	4-Nov-20	Megaphone	TOA ER-1106	76	5,980	10,622	807,272	3,822.58	290,516.24	Field activities	MoA, ABoA and OIDA (zone, woreda, kebele)	B	A	
JFY 2021 (Apr 2021 - Mar 2022)														
1	21-Aug-21	Tablet PC		78	29,000					Agriculture extension	MoA, ABoA and OIDA (zone, woreda, kebele)	A	A	Handed over in Sep-Oct 2021
2	21-Aug-21	Tablet PC (plug)		78	400					Agriculture extension	MoA, ABoA and OIDA (zone, woreda, kebele)	A	A	Handed over in Sep-Oct 2021
3	21-Aug-21	Tablet case		78	2,800					Agriculture extension	MoA, ABoA and OIDA (zone, woreda, kebele)	A	A	Handed over in Sep-Oct 2021
4	21-Aug-21	Tablet protect film		78	1,500					Agriculture extension	MoA, ABoA and OIDA (zone, woreda, kebele)	A	A	Handed over in Sep-Oct 2021
5	21-Aug-21	Mobile projector		3	59,700					Agriculture extension	Project office (Addis)	C	A	
6	21-Aug-21	Mobile projector (plug)		3	400					Agriculture extension	Project office (Addis)	C	A	
7	21-Aug-21	Mini tripod		3	2,700					Agriculture	Project office	B	A	

No.	Acquisition Date	Item Name	Specification/Model	Unit/Set	Unit Price (FOB¥)	Unit Value (CIF; ¥)	Total Value (CIF; ¥)	Unit Value (CIF; ETB)	Total Value (CIF; ETB)	Purpose of Use	Installation Place	Frequency of Use	Condition	Remarks
										extension	(Addis)			
8	21-Aug-21	Cable adapter		3	6,000					Agriculture extension	Project office (Addis)	C	A	
Subtotal (JFY2021)							2,998,313		1,205,594.29					
Grand Total							3,805,585		1,496,110.53					

(2) List of equipment procured by JICA Ethiopia Office

No.	Acquisition Date (*)	Item Name	Specification/Model	Unit/Set	Unit Price (USD)	Total Price (USD)	Unit Price (ETB)	Total Price (ETB)	Purpose of Use	Installation Place	Frequency of Use	Condition	Remarks
JFY 2016 (Jan 2017 - Mar 2017)													
1	13-Mar-17	Photocopier	Kyocera Task Alfa 6052Ci	3	12,000.00	36,000.00	270,299.83	810,899.48	Office equipment	Project office (Addis, ABoA, OIDA)	A	A	Procured in USD
2	15-Mar-17	Motorbike	Suzuki TS185	8	2,905.00	23,240.00	65,435.08	523,480.66	Agriculture extension	MoA, ABoA and OIDA	A	A	Handed over to each CP office on 19 May, 2017
FY2016 Total					USD	59,240.00	ETB	1,334,380.14	JPY	6,647,735.08			
JFY 2017 (Apr 2017 - Mar 2018)													
1	24-Apr-17	Laptop PC	Toshiba TECRA Z40	3			142,169.00	426,507.00	Office equipment	Project office (Addis, ABoA)	B	B	
2	24-Apr-17	Laptop PC	Toshiba TECRA Z40	1			142,169.00	142,169.00	Office equipment	Project office (Addis)			Lost in JFY2020
3	24-Apr-17	Laptop PC	Toshiba TECRA Z40	1			142,169.00	142,169.00	Office equipment	Lent out to CP of Denbecha woreda, Amhara	A	B	
4	24-Apr-17	Laptop PC	Toshiba TECRA Z40	1			142,169.00	142,169.00	Office equipment	Lent out to CP of OBoA	A	B	
5	24-Apr-17	Laptop PC	Toshiba TECRA Z40	2			142,169.00	284,338.00	Office equipment	MoA	A	B	Handed over to MoA on 4 July, 2017
6	28-Aug-17	Desktop PC	Lenovo	12	910.00	10,920.00	20,776.76	249,321.14	Office	4 zones and 8	A	B	Handed over

			Thinkcenter E73						equipment	woredas			to each CP office in Jul-Aug 2017
7	2-Aug-17	Project vehicle	Toyota Prado	1	44,603.32	44,603.32	1,021,015.30	1,021,015.30	Project vehicle	Project office (Addis)	A	A	Procured in USD
8	5-Oct-17	Project vehicle	Toyota Landruiser Hardtop	2	35,860.14	71,720.27	836,195.67	1,672,391.33	Project vehicle	Project office (Addis, ABoA)	A	A	Procured in USD
JFY2017 Total					USD	127,243.59	ETB	4,080,079.78	JPY	19,808,712.06			
JFY 2020 (Apr 2020 - Mar 2021)													
1	26-Feb-21	Microbus	Toyota Coaster	2	58,350.00	116,700.00	2,280,392.26	4,560,784.51	Agriculture extension	ABoA and OBoA	B	A	Handed over on 17 Feb 2021
2	26-Feb-21	4WD vehicle	Toyota Landruiser Hardtop	1	35,000.00	35,000.00	1,367,844.54	1,367,844.54	Agriculture extension	MoA	A	A	Handed over on 17 Feb 2021
JFY2020 Total					USD	151,700.00	ETB	5,928,629.06	JPY	15,761,023.20			
Grand Total					USD	338,183.59	ETB	11,343,088.98	JPY	42,217,470.34			

(3) List of equipment and material procured by the project with Overseas Activities Cost

Slip No.	Acquisition Date	Item Name	Specification/Model	Unit/Set	Unit Price (ETB)	Total Price (ETB)	Purpose of Use	Installation Place	Frequency of Use	Condition	Remarks
JFY2016 (January 2017 - March 2017)											
1	26-Jan-17	Printer	HP Laserjet P1102	1	4,050.00	4,050.00	Office equipment	Project office (Addis)	A	A	
2	6-Feb-17	Printer	HP Laserjet P1102	1	4,050.00	4,050.00	Office equipment	Project office (Addis)	A	A	
3	9-Feb-17	Printer	HP Laserjet P1102	3	4,050.00	12,150.00	Office equipment	Project office (Addis)	A	A	
4	15-Feb-17	Cabinet	YDB-18	2	5,500.00	11,000.00	Office equipment	Project office (Addis)	A	B	
5	22-Feb-17	Desk	BO49	4	3,060.00	12,240.00	Office equipment	Project office (OIDA)	A	A	
6	22-Feb-17	Chair	TW-214	4	3,500.00	14,000.00	Office equipment	Project office (OIDA)	A	A	
7	1-Mar-17	Cabinet	YDB-18	2	5,500.00	11,000.00	Office equipment	Project office	A	A	

Slip No.	Acquisition Date	Item Name	Specification/Model	Unit/Set	Unit Price (ETB)	Total Price (ETB)	Purpose of Use	Installation Place	Frequency of Use	Condition	Remarks
								(OIDA)			
8	3-Mar-17	Book shelf	LXG66-1	1	3,950.00	3,950.00	Office equipment	Project office (OIDA)	A	A	
9	3-Mar-17	Folding chair	YCZ-49	4	1,200.00	4,800.00	Office equipment	Project office (OIDA)	A	A	
10	3-Mar-17	Coffee table	T-04	1	5,500.00	5,500.00	Office equipment	Project office (OIDA)	A	A	
11	7-Mar-17	UPS for photocopier	APC 3000VA Smart UPS	3	54,998.99	164,996.98	Office equipment	Project office (Addis, ABoA, OIDA)	A	A	
12	10-Mar-17	Desk	120 x 60 x 75 cm	2	2,200.00	4,400.00	Office equipment	Project office (ABoA)	A	A	
13	10-Mar-17	Chair	Mesh medium black	2	2,800.00	5,600.00	Office equipment	Project office (ABoA)	A	A	
14	10-Mar-17	Computer desk	5234	1	2,134.40	2,134.40	Office equipment	Project office (ABoA)	A	A	
15	13-Mar-17	Desktop PC	Dell GX7020	2	142,084.00	284,168.00	Office equipment	Project office (OIDA)	C	A	
16	13-Mar-17	Smart UPS	APC Smart UPS 750VA	1	11,270.00	11,270.00	Office equipment	Project office (OIDA)	C	A	
17	13-Mar-17	Smart UPS	Eaton UPS 1200VA	1	11,385.00	11,385.00	Office equipment	Project office (OIDA)	C	A	
18	13-Mar-17	Router	TP-Link	1	4,025.00	4,025.00	Office equipment	Project office (OIDA)	A	A	
19	20-Mar-17	Digital camera	SONY W800	1	4,350.00	4,350.00	Office equipment	Project office (Addis)	C	B	
20	20-Mar-17	Projector	Epson EBX31	2	30,475.00	60,950.00	Office equipment	Project office (Addis, OIDA)	A	A	
21	30-Mar-17	Desktop PC	Lenovo Thinkcenter E73	3	22,425.00	67,275.00	Office equipment	Project office (Addis, ABoA, OIDA)	C	A	
22	30-Mar-17	Desktop PC	Lenovo Thinkcenter E73	1	22,425.00	22,425.00	Office equipment	Lent out to Mana worda	A	A	
23	30-Mar-17	Scanner	HP Scanjet 5590	1	15,985.00	15,985.00	Office equipment	Project office (OIDA)	C	A	

Slip No.	Acquisition Date	Item Name	Specification/Model	Unit/Set	Unit Price (ETB)	Total Price (ETB)	Purpose of Use	Installation Place	Frequency of Use	Condition	Remarks
24	30-Mar-17	Smart UPS	APC 750VA Smart UPS	3	11,385.00	34,155.00	Office equipment	Project office (Addis, ABoA, OIDA)	C	A	
25	30-Mar-17	Smart UPS	APC 750VA Smart UPS	1	11,385.00	11,385.00	Office equipment	Lent out to Mana woreda	A	A	
26	30-Mar-17	Digital camera	SONY W800	7	4,887.50	34,212.50	Office equipment	3 for project, 4 for woredas	A	B	Handed over to woredas on 20 Nov, 2017
27	30-Mar-17	Shredder	ATLAS CC1040C	1	8,970.00	8,970.00	Office equipment	OIDA	C	A	
JFY2016 Total						830,426.88	JPY	4,137,095.35			
JFY2017 (April 2017 - March 2018)											
1	16-May-17	Smart UPS	APC smart UPS 750W	6	7,800.00	46,800.00	Office equipment	4 zones and 8 woredas	A	A	Handed over to each CP office in Jul-Aug 2017
2	25-May-17	Printer	HP Laserjet P1102	12	5,250.00	63,000.00	Office equipment	4 zones and 8 woredas	A	A	Handed over to each CP office in Jul-Aug 2017
3	6-Jul-17	Smart UPS	APC smart UPS 750W	6	7,800.00	46,800.00	Office equipment	Project office (Addis, ABoA, OIDA)	B	A	
4	14-Aug-17	Printer	HP Laserjet P1102	2	6,000.00	12,000.00	Office equipment	Project office (Addis)	A	A	
5	1-Sep-17	Desktop PC	Lenovo Thinkcenter E73 mini tower	1	24,035.00	24,035.00	Office equipment	Project office (ABoA)	A	A	
6	9-Nov-17	Digital camera	SONY W800	4	5,200.00	20,800.00	Office equipment	4 for woredas	A	B	Handed over to woredas on 20 Nov, 2017
7	23-Feb-18	Tyres	Dunlop 750/16	4	9,000.00	36,000.00	Office equipment	Project office (ABoA)	A	A	
8	5-Mar-18	Projector	EPSON EBX31	1	28,497.00	28,497.00	Office equipment	Project office (ABoA)	A	A	
9	13-Mar-18	Project signboard	1m x 2m	9	3,800.00	34,200.00	Project PR	Project sites	A	A	
JFY2017 Total						312,132.00	JPY	1,418,048.86			
JFY2018 (April 2018 - March 2019)											
1	19-Oct-18	Tyres	Yokohama 245/75x17	1	9,800.00	9,800.00	Office equipment	Project office	A	A	

Slip No.	Acquisition Date	Item Name	Specification/Model	Unit/Set	Unit Price (ETB)	Total Price (ETB)	Purpose of Use	Installation Place	Frequency of Use	Condition	Remarks
						JFY2018 Total	9,800.00	JPY	40,209.11		
JFY2019 (April 2019 - March 2020)											
1	29-Jul-19	Tyres	Bridgestone 265/65x17	8	16,400.00	131,200.00	Office equipment	Project office (Addis, ABoA)	A	A	
2	14-Oct-19	Tyres	Dunlop 750/R16	4	14,600.00	58,400.00	Office equipment	Project office (Addis)	A	A	
3	29-Jan-20	Desktop PC	Dell Optiplex GX 3060 core i3	5	30,900.00	154,500.00	Office equipment	5 woredas	A	A	Lent out to woreda offices
4	29-Jan-20	Desktop PC	Dell Optiplex GX 3060 core i3	1	30,900.00	30,900.00	Office equipment	Mana woreda			Destroyed by riot in June 2020
5	29-Jan-20	Printer	HP Laserjet Pro M120a	5	7,400.00	37,000.00	Office equipment	5 woredas	A	A	Handed over to woreda offices on 16 Feb, 2020.
6	29-Jan-20	Printer	HP Laserjet Pro M120a	1	7,400.00	7,400.00	Office equipment	Mana woreda			Destroyed by riot in June 2020
7	29-Jan-20	UPS	INTEX IT-F725VA	5	7,800.00	39,000.00	Office equipment	5 woredas	A	A	Handed over to woreda offices on 16 Feb, 2020.
8	29-Jan-20	UPS	INTEX IT-F725VA	1	7,800.00	7,800.00	Office equipment	Mana woreda			Destroyed by riot in June 2020
9	29-Jan-20	Digital camera	SONY Cyber-Shot DSC W800	5	7,500.00	37,500.00	Office equipment	5 woredas	A	A	Handed over to woreda offices on 16 Feb, 2020.
10	29-Jan-20	Digital camera	SONY Cyber-Shot DSC W800	1	7,500.00	7,500.00	Office equipment	Mana woreda			Destroyed by riot in June 2020
						JFY2019 Total	511,200.00	JPY	1,826,428.24		
JFY2021 (Apr 2021 - March 2022)											
1	24-May-21	Two-door shelf	FCP-6F102C	3	13,252.50	39,757.50	Office equipment	Project office (Addis)	A	A	
2	24-May-21	Desk	FCP-L714A	6	10,755.00	64,530.00	Office equipment	Project office (Addis)	A	A	
3	24-May-21	Chair	C114-H-BL-L	6	4,987.50	29,925.00	Office equipment	Project office (Addis)	A	A	

Slip No.	Acquisition Date	Item Name	Specification/Model	Unit/Set	Unit Price (ETB)	Total Price (ETB)	Purpose of Use	Installation Place	Frequency of Use	Condition	Remarks
4	24-May-21	Conference chair	ZY-A16-BL-L	8	1,472.50	11,780.00	Office equipment	Project office (Addis)	A	A	
5	9-Jun-21	Laptop PC	HP Laptop 14-dq2045cl	1	66,700.00	66,700.00	Office equipment	Lent out to CP of ABoA	A	A	
6	2-Jun-21	Meeting table	GZ-51-55	1	25,950.00	25,950.00	Office equipment	Project office (Addis)	A	A	
7	25-Jun-21	Tyres	Dunlop 750/16	10	16,000.00	160,000.00	Office equipment	Project office (Addis, ABoA)	A	A	
8	25-Jun-21	Tyres	Bridgestone 265/65R17	5	13,200.00	66,000.00	Office equipment	Project office (Addis)	A	A	
9	9-Jul-21	USB flash drive	San Disk Cruzer Blade USB 2.0 32GB	200	420.00	84,000.00	Data distribution to CPs	Regions, zones and woredas	A	A	
10	5-Oct-21	Tablet PC	Samsung Tab A7	5	18,975.00	94,875.00	Agriculture extension	Project office (Addis, ABoA, OBoA)	B	A	
11	15-Dec-21	Room partition at OBoA	5.75m x 2.75m	1	251,769.50	251,769.50	Office establishment at OBoA	OBoA	A	A	
12	16-Mar-22	Laptop PC	HP 14-dq1055cl	4	77,500.00	310,000.00	Office equipment	Project office (Addis, ABoA, OBoA)	A	A	
JFY2021 Total						1,205,287.00	JPY	2,947,913.67			
JFY2022 (Apr 2022 - June 2022)											
1	27-Apr-22	Tyres	Bridgestone 265/65R17	2	26,000.00	52,000.00	Office equipment	Project office (Addis)	A	A	
JFY2022 Total						53,000.00	JPY	124,433.40			

Annex 1-5 Costs of Operation in Ethiopia borne by the Japanese side

Japanese Fiscal Year (April-March)	2016	2017	2018	2019	2020	2021	2022	Total
JPY	1,116,710	26,879,677	29,595,591	35,902,506	34,524,874	37,259,403	59,787,374	225,066,135
ETB	166,503.08	5,568,724.05	7,421,956.28	9,689,074.87	12,481,645.73	14,897,082.37	21,355,649.92	71,580,636.30
Remarks	<p>The figures include all the expenses by the project and JICA Ethiopia Office in each fiscal year. Items included are as follows;</p> <ul style="list-style-type: none"> • Direct contracts between JICA Ethiopia Office and MoA, ABoA and OBoA in JFY2020 and JFY2021. • Contracts with private consulting firms for outsourcing the qualitative and end-line data collection in JFY2020 and JFY2022. • Per diem paid by the project to C/Ps. • Implementation cost of trainings, workshops, meetings and other events. • Personnel cost • Project office running & management cost • Travel cost of project personnel and Japanese experts ...etc. <p>Items not included are as follows;</p> <ul style="list-style-type: none"> • Megaphones procured from Japan in JFY2020 • Tablet PCs procured from Japan in JFY2021 • Equipment and goods procured in Ethiopia either by the project or JICA Ethiopia Office listed in Annex 7. 							

Annex 1-6 Costs of the scaling-up of the Project activities borne by the Ethiopian side

No	JFY (Apr~Mar)	Activities	MoA	Amhara Region							Oromia Region						
				ABoA	Dembecha woreda	South Achefer woreda	Jabi woreda	Guagusa woreda	Ankasha woreda	Ayu Guagusa woreda	Subtotal (Amhara)	OIDA/ OBoA	Arsi zone	Jimma zone	Digalu Tijo woreda	Kersa woreda	Subtotal (Oromia)
1	JFY2017	Experience sharing visit for non-target DAs							31,000.00		31,000.00						
2		Field day for farmers and woreda CPs in Aguta						4,000.00			4,000.00						
3		Field day for non-target kebeles							25,000.00		25,000.00						
4		Field day for farmers and woreda CPs in Aguta						9,200.00			9,200.00						
5	JFY2018	Training and farm visit by non-target DAs to Den Zuriya and Souste Tirba							20,000.00		20,000.00						
6		Field day for farmers and woreda CPs in Wenjela						11,500.00			11,500.00						
7	JFY2019	Field day for non-target woredas and kebeles, conducted by Digalu Tijo woreda (AGP budget)													75,000.00		75,000.00
8		Experience sharing and follow up to non-target kebeles		20,000.00							20,000.00						
9		Exchange visit/Field day for farmers in Shinkurta						14,700.00			14,700.00						
10	JFY2020	Experience sharing and follow up to non-target kebeles		60,000.00							60,000.00						
11		Field day for farmers and DAs in Jiga					78,400.00				78,400.00						
12		Training and farm visit by non-target DAs in Yecherka			20,000.00						20,000.00						
13		(Incorporating SHEP approach and its											XXX				

No	JFY (Apr~Mar)	Activities	MoA	Amhara Region							Oromia Region						
				ABoA	Dembecha woreda	South Achefer woreda	Jabi woreda	Guagusa woreda	Ankasha woreda	Ayu Guagusa woreda	Subtotal (Amhara)	OIDA/ OBoA	Arsi zone	Jimma zone	Digalu Tijo woreda	Kersa woreda	Subtotal (Oromia)
		technical guidance into the annual training by OBoANR. 8 classes conducted for 2 days. 6 experts from 21 zones and 360 woredas attended. Difficult to separate the expenses spent for SHEP.)															
14		Field day for farmers and DAs in Kersa woreda, Jimma zone														5,000.00	5,000.00
15	JFY2021	Training for experts of scale-up woredas		47,017.00							47,017.00						
16		Field visit by non-target farmers and DAs to Dimela (Irrigation cropping launching day)			40,500.00						40,500.00						
17		Training on SHEP approach and horticulture technique with Kamishibai, conducted by Jimma zone for 20 woredas (along with a training on wheat production strategy)												810,000.00			810,000.00
18		Guideline training for target and scale-up woredas in Arsi zone											33,950.00				33,950.00
19		Scale up and follow up at target sites conducted by Jimma zone												21,250.00			21,250.00
20	JFY2022	TBC															
TOTAL			N/A	127,017.00	60,500.00	0.00	78,400.00	39,400.00	76,000.00	0.00	381,317.00	0.00	33,950.00	831,250.00	75,000.00		945,200.00
													Grand Total (MoA, Amhara, Oromia)			1,326,517.00	

ANNEX 2: List of Products (Report, Manuals, Handbooks, etc.) Produced by the Project

No	Item (language)	Type	Description	Issued Year (last version)
1	<i>Kamishibai</i> (English/Oromiffa/Amharic)	Training materials	This is a set of flip charts for vegetable production targeting farmers. It focuses on eight target crops which farmers selected through market surveys & Crop selection, namely, 1) onion, 2) tomato, 3) kale, 4) green pepper, 5) garlic, 6) potato, 7) head cabbage and 8) carrot.	2019
2	Gender training manual (English/ Oromiffa/Amharic)	Manual	Gender training manuals for English, Oromiffa, and Amharic	2021
3	SHEP activity formats (English/Oromiffa/Amharic)	Format	A set of activity formats for implementation the SHEP approach. It includes a crop selection sheet, a baseline and endline survey format, a crop calendar format and others.	2020
4	Pest and disease manuals (English/Oromiffa/Amharic)	Manual	The pest and disease sheet was developed in 2018 for farmers and Development Agents (DAs). It has been developed as the manuals.	2021
5	<i>Kamishibai</i> (English/Oromiffa/Amharic)	Training materials (for tablet PC)	Designed for tablet users.	2021
6	Gender training manual (English/ Oromiffa/Amharic)	Manual (for tablet PC)	Designed for tablet users.	2022
7	Pest and disease manuals (English/Oromiffa/Amharic)	Manual (for tablet PC)	Designed for tablet users.	2022
8	SHEP Implementation Guideline (English/ Oromiffa/Amharic)	Guideline	A comprehensive Guideline including the concept of the approach and all the implementation steps.	2022
9	SHEP Minimum Package (English/ Oromiffa/Amharic)	Handbook	A handbook which contains the essence of the SHEP approach.	2022
10	Farmer's voice (English/ Oromiffa/Amharic)	Handbook	Introduction of Ethio-SHEP Farmers' Good practices	2020
11	"Grow and Sell" to "Grow to Sell" ~Ethio-SHEP project~ (Oromiffa/Amharic)	Video	Introduction of Ethio-SHEP project (14 min.)	2019
12	Stories of change (Ethio-SHEP PR video) (English)	Video	Stories of change after intervention of Ethio-SHEP project (12min, 8min, 1.5min, 15sec)	2022
13	Quantitative survey report	Report	A Report which compares and analyze the baseline and endline survey data from the target	2022

			farmers to assess the achievement of the project	
14	Survey Report on Qualitative Outcome/impact by Ethio-SHEP project	Report	Report on the qualitative survey results conducted on May-June 2022	2022

ANNEX 3: PDM (All versions of PDM)

ANNEX 4: R/D, M/M, Minutes of JCC (copy) (*)

ANNEX 5: Monitoring Sheet (copy) (*)

(Remarks: ANNEX 4 and 5 are internal reference only.)

Separate Volume: Copy of Products Produced by the Project

ANNEX I Logical Framework (Project Design Matrix : PDM)

Project Title: The Project for Smallholder Horticulture Farmer Empowerment through Promotion of Market-Oriented Agriculture (**Ethio-SHEP**)

Implementing Agency: Ministry of Agriculture and Natural Resources (MoANR), Amhara National Regional State Bureau of Agriculture (ABoA), Oromia Irrigation Development Authority (OIDA)

Period of Project (Tentative): December 2016 - December 2021

Target Group: Staff of MoANR, ABoA, OIDA, Smallholder horticulture farmers in the target areas

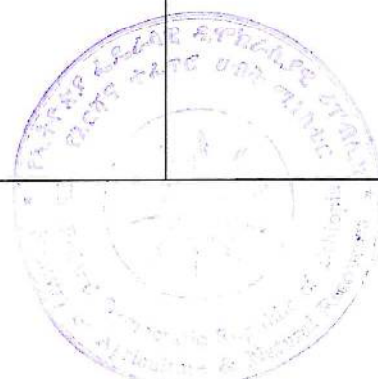
(Direct and Indirect Beneficiary: Approximately 6000 Farmers)

Project Site: Four (4) Districts in Amhara Region and Four (4) Districts in Oromia Region

PDM Ver.0
Date: 16 June 2016

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumptions
<p>Overall Goal The SHEP approach for market-oriented agriculture is promoted by the Ethiopian government.</p>	<p>Federal and Regional horticultural policies and/or plans which promote extension services on market-oriented agriculture built upon the experience of the SHEP approach</p>	<p>Federal and Regional horticultural policies and/or plans</p>	<p>The government's policy on smallholder horticulture does not change dramatically.</p>
<p>Project Purpose The SHEP approach which leads to increasing farmers' income from horticulture is proposed for future scaling-up through effective implementation.</p>	<p>1 The Districts' average "SHEP Implementation Performance" evaluation scores is more than XX%.</p> <p>2 The targets farmers' income from horticulture is increased by XX%* on average. *To be decided after project activities</p> <p>3 SHEP scaling-up guidelines for Amhara and Oromia Regions are published</p>	<p>1 Districts' "SHEP Implementation Performance" evaluation sheets</p> <p>2 Baseline/End-line surveys results</p> <p>3 SHEP scaling-up guidelines for Amhara and Oromia Regions</p>	<p>The government's priority horticulture development is not lowered.</p>
<p>Output: Output 1: Capacity on extension service delivery based on the SHEP approach is developed.</p>	<p>1.1 Clarified roles & responsibility of each implementer</p> <p>1.2 Number of participating Zones and Districts -Zone: X in Amhara, X in Oromia -District: X in Amhara, X in Oromia</p> <p>1.3 Number of training, workshop, exchange visit participants -Federal-level workshops: XX participants -Sensitization workshops: XX participants -TOT infield training: XX participants -Other TOT training: XX</p>	<p>1.1 Clarified roles & responsibility of each implementer</p> <p>1.2 Number of participating Zones and Districts</p> <p>1.3 Participants list of trainings, workshops, exchange visits, etc.</p>	<p>1. Natural disasters or severe weather conditions such as drought and flood do not happen frequently in the target areas.</p> <p>2. Prices on horticultural crops do not fall substantially.</p>

GR H



ANNEX I Logical Framework (Project Design Matrix : PDM)

	<p>participants -Exchange visits: XX participants</p> <p>1.4 Developed training materials and formats 1.5 Developed extension manuals</p>	<p>1.4 Developed training materials and formats 1.5 Developed extension manuals</p>	
<p>Output 2: The effective extension services based on the SHEP approach are delivered to the target farmers.</p>	<p>2.1 Number of farmer participants of SHEP activities: XX farmers 2.2 Farmers who have improved their production techniques are more than XX% of the total target farmers. 2.3 XX% of farmer groups practice market survey regularly, at least once in three months. 2.4 XX% of Farmer groups establish linkages with new business stakeholders (buyers, sellers, lenders, research institutes, etc.).</p>	<p>2.1 Participants' list 2.2 Production technique evaluation sheets 2.3 Farmer group monitoring sheets (Qualitative data) 2.4 Farmer group monitoring sheets (Qualitative data)</p>	
<p>Output 3: The SHEP models suitable to the Regions' situations are developed and proposed.</p>	<p>3.1 Finalized extension manuals, formats and training materials 3.2 Proposed suggestions for improvement of extension services based on, or referring to, the SHEP approach</p>	<p>3.1 Finalized extension manuals, formats and training materials 3.2 Proposed suggestions</p>	
<p>Activities 1.1 Clarify and agree upon the roles and responsibilities of Federal, Regional, Zonal, District, and Community level implementers. 1.2 Select the target Zone, Districts, Communities and farmer groups. 1.3 Develop the training materials and formats for both implementers and farmers. 1.4 Develop the extension manuals for implementers. 1.5 Conduct the trainings, workshops, exchange visits for implementers. 1.6 Deliver the On-the-Job Training (OJT) and support for Districts in implementation and follow-up of SHEP activities.</p>	<p>Input</p> <p>Ethiopian side - Counterparts from MoANR, ABoA and OIDA (Regional, Zonal, District, Kebele) - Office space, furniture, and equipment - Utility cost of above mentioned.</p> <p>Japanese side - At least two long-term experts (Chief Advisor/SHEP approach, Coordinator/Training, Horticulture etc.) - Short-term experts (Horticulture technique, Extension/Facilitation, Community participation, Marketing, Training Material Development, Monitoring & Evaluation, etc.) - Local experts</p>	<p>1. Frequent transfer or resignation of C/P staff members do not happen. 2. The security situations in target areas do not deteriorate.</p>	

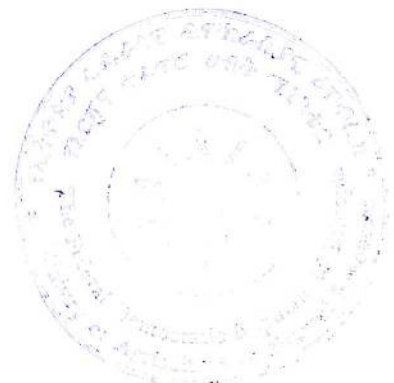
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<p>1.7 Conduct the evaluation of Districts' performance on implementing SHEP activities.</p>	<ul style="list-style-type: none"> - Vehicles, Office equipment - Operation cost - Training in Japan and Third-Country Training 	
<p>2.1 Clarify the selection criteria for farmer groups and communicate to relevant stakeholders. 2.2 Formulate the regional annual and five-year activity plans and share with relevant stakeholders. 2.3 Implement the SHEP extension package for the target farmers. 2.4 Organize the exchange visits for farmers. 2.5 Conduct the Follow-up and monitoring activities for the target farmers. 2.6 Compile, analyze the Baseline/End-line Survey data and present to the project stakeholders.</p>		
<p>3.1 Conduct the periodic monitoring and evaluation on the overall project progress and performance to draw useful lessons for development of the SHEP models. 3.2 Revise and finalize the extension manuals, formats and training materials. 3.3 Develop the SHEP models suitable to the Regions' situations and document as SHEP scaling-up guidelines. 3.4 Organize the workshops for proposing the developed models.</p>		<p>Precondition A sufficient number of C/P staff members are assigned for project implementation.</p>

*XX % or XX mentioned in this PDM Ver.0 will be set by the approved figures at the timing of JCC meeting.

GR M



Project Title: The Project for **S**mallholder **H**orticulture Farmer **E**mpowerment through **P**romotion of Market-Oriented Agriculture (**Ethio-SHEP**)

Implementing Agency: Ministry of Agriculture and Natural Resources (MoANR), Amhara National Regional State Bureau of Agriculture (ABoA), Oromia Irrigation Development Authority (OIDA)

Period of Project : **January 2017 - January 2022**

Target Group: Staff of MoANR, ABoA, OIDA, Smallholder horticulture farmers in the target areas

(Direct and Indirect Beneficiary: Approximately 6000 Farmers)

Project Site: Four (4) Districts in Amhara Region and Four (4) Districts in Oromia Region

PDM Ver.1
Date: 03 June 2017

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumptions
<p>Overall Goal The SHEP approach for market-oriented agriculture is promoted by the Ethiopian government.</p>	<p>Federal and Regional horticultural policies and/or plans which promote extension services on market-oriented agriculture built upon the experience of the SHEP approach</p>	<p>Federal and Regional horticultural policies and/or plans</p>	<p>The government's policy on smallholder horticulture does not change dramatically.</p>
<p>Project Purpose The SHEP approach which leads to increasing farmers' income from horticulture is proposed for future scaling-up through effective implementation.</p>	<p>1 The Districts' average "SHEP Implementation Performance" evaluation scores is more than XX%.</p> <p>2 The targets farmers' income from horticulture is increased by XX%* on average. <i>*To be decided at 2nd year JCC mtg based on the result of 1st year's project activities</i></p> <p>3 SHEP scaling-up guidelines for Amhara and Oromia Regions are published</p>	<p>1 Districts' "SHEP Implementation Performance" evaluation sheets</p> <p>2 Baseline/End-line surveys results</p> <p>3 SHEP scaling-up guidelines for Amhara and Oromia Regions</p>	<p>The government's priority for smallholder horticulture development is not lowered.</p>
<p>Output: Output 1: Capacity on extension service delivery based on the SHEP approach is developed.</p>	<p>1.1 Clarified roles & responsibility of each implementer</p> <p>1.2 Number of participating Zones and Districts -Zone: 2 in Amhara, 2 in Oromia -District: 4 in Amhara, 4 in Oromia</p> <p>1.3 Number of training, workshop, exchange visit participants -Federal and Regional -level workshops: 300 participants -Sensitization workshops: 1440 participants</p>	<p>1.1 Clarified roles & responsibility of each implementer</p> <p>1.2 Number of participating Zones and Districts</p> <p>1.3 Participants list of trainings, workshops, exchange visits, etc.</p>	<p>1. Natural disasters or severe weather conditions such as drought and flood do not happen frequently in the target areas.</p> <p>2. Prices on horticultural crops do not fall substantially.</p>

ANNEX I Logical Framework (Project Design Matrix : PDM)

	<p>-TOT infield training: 960 participants -Other TOT training: 720 participants -Exchange visits: 320 participants 1.4 Developed training materials and formats 1.5 Developed extension manuals</p>	<p>1.4 Developed training materials and formats 1.5 Developed extension manuals</p>	
<p>Output 2: The effective extension services based on the SHEP approach are delivered to the target farmers.</p>	<p>2.1 Number of farmer participants of SHEP activities: 1000 farmers 2.2 Farmers who have improved their production techniques are more than 60% of the total target farmers. 2.3 60% of farmer groups practice market survey regularly, at least once in three months. 2.4 60% of Farmer groups establish linkages with new business stakeholders (buyers, sellers, lenders, research institutes, etc.).</p>	<p>2.1 Participants' list 2.2 Production technique evaluation sheets 2.3 Farmer group monitoring sheets (Qualitative data) 2.4 Farmer group monitoring sheets (Qualitative data)</p>	
<p>Output 3: The SHEP models suitable to the Regions' situations are developed and proposed.</p>	<p>3.1 Finalized extension manuals, formats and training materials 3.2 Proposed suggestions for improvement of extension services based on, or referring to, the SHEP approach</p>	<p>3.1 Finalized extension manuals, formats and training materials 3.2 Proposed suggestions</p>	
<p>Activities 1.1 Clarify and agree upon the roles and responsibilities of Federal, Regional, Zonal, District, and Community level implementers. 1.2 Select the target Zone, Districts, Communities and farmer groups. 1.3 Develop the training materials and formats for both implementers and farmers. 1.4 Develop the extension manuals for implementers. 1.5 Conduct the trainings, workshops, exchange visits for implementers. 1.6 Deliver the On-the-Job Training (OJT) and support for</p>	<p>Input Ethiopian side - Counterparts from MoANR, ABoA and OIDA (Regional, Zonal, District, Kebele) - Office space, furniture, and equipment - Utility cost of above mentioned.</p> <p>Japanese side - At least two(2) (Chief Advisor/SHEP approach, Coordinator/Training, Horticulture) - Short-term experts (Extension/Facilitation, Community participation, Market Access improvement, Training Material Development, etc) - Local experts</p>		<p>1. Frequent transfer or resignation of C/P staff members do not happen. 2. The security situations in target areas do not deteriorate.</p>

<p>Districts in implementation and follow-up of SHEP activities. 1.7 Conduct the evaluation of Districts' performance on implementing SHEP activities.</p>	<p>- Vehicles, Office equipment - Operation cost -Training in Japan and Third-Country Training</p>	
<p>2.1 Clarify the selection criteria for farmer groups and communicate to relevant stakeholders. 2.2 Formulate the regional annual and five-year activity plans and share with relevant stakeholders. 2.3 Implement the SHEP extension package for the target farmers. 2.4 Organize the exchange visits for farmers. 2.5 Conduct the Follow-up and monitoring activities for the target farmers. 2.6 Compile, analyze the Baseline/End-line Survey data and present to the project stakeholders.</p>		<p>Precondition A sufficient number of C/P staff members are assigned for project implementation.</p>
<p>3.1 Conduct the periodic monitoring and evaluation on the overall project progress and performance to draw useful lessons for development of the SHEP models. 3.2 Revise and finalize the extension manuals, formats and training materials. 3.3 Develop the SHEP models suitable to the Regions' situations and document as SHEP scaling-up guidelines. 3.4 Organize the workshops for proposing the developed models.</p>		

***XX % mentioned in this PDM Ver.1 will be set by the approved figures at the timing of 2nd year JCC meeting.**

Project Title: The Project for **S**mallholder **H**orticulture Farmer **E**mpowerment through **P**romotion of Market-Oriented Agriculture (**Ethio-SHEP**)

Implementing Agency: **Ministry of Agriculture (MoA)**, Amhara Bureau of Agriculture (ABoA), **Oromia Bureau of Agriculture and Natural Resources (OBoANR)**

Period of Project: January 2017 - January 2022

Target Group: Staff of MoA, ABoA, OBoANR, Smallholder horticulture farmers in the target areas
(Total number of beneficiaries¹: Approximately 6000 farmers)

Project Sites: Selected Districts (Woredas) in Awi and West Gojam Zones in Amhara Region and Arsi and Jimma Zones in Oromia Region

PDM Ver.2
Date: Dec 2019

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumptions
<p>Overall Goal Market-oriented agriculture based on the SHEP approach is promoted by the Ethiopian government.</p>	<p>Federal and Regional horticultural policies, plans, manuals and materials which promote extension services on market-oriented agriculture built upon the experience of the SHEP approach are developed.</p>	<p>Federal and Regional horticultural policies, plans, manuals and materials</p>	<p>The government's policy on smallholder horticulture does not change dramatically.</p>
<p>Project Purpose The SHEP approach which leads to increasing farmers' income from horticulture is proposed for future scaling-up through effective implementation.</p>	<p>1 The Districts' average "SHEP Implementation Performance" evaluation scores is more than 70 %.</p> <p>2 The target farmers' income from horticulture is increased by 60 %² on average.</p> <p>3 The SHEP implementation guideline for Amhara and Oromia Regions is documented and proposed.</p>	<p>1 Districts' "SHEP Implementation Performance" evaluation sheets</p> <p>2 Baseline/End-line surveys results</p> <p>3 The SHEP implementation guideline³ for Amhara and Oromia Regions</p>	<p>The government's priority for smallholder horticulture development is not lowered.</p>
<p>Output: Output 1: Capacity on extension service delivery based on the SHEP approach is developed.</p>	<p>1.1 Clarified roles & responsibility of each implementer</p> <p>1.2 Number of participating Zones and Districts -Zone: 2 in Amhara, 2 in Oromia -District: 4 in Amhara, 4 in Oromia</p>	<p>1.1 Clarified roles & responsibility of each implementer</p> <p>1.2 Number of participating Zones and Districts</p>	<p>1. Natural disasters or severe weather conditions such as drought and flood do not happen frequently in the target areas.</p> <p>2. Prices on horticultural</p>

¹ The beneficiaries include (1) the target farmers and (2) the farmers of Water Users Associations to which the target farmers belong. The Project is designed to give indirect benefit to the farmers in the (2) category since some of the training opportunities are given not only to the target farmers but also to the farmers of the Water Users Associations at large.

² **Target figures :60 % was set based on the discussion and agreement with CPs after 3rd JCC .**

³ **The SHEP implementation guideline is the document to explain how to use the SHEP extension packages.**

	<p>1.3 Cumulative number of Federal, Regional, Zonal, District and Community(Kebele) level participants of training, workshop, exchange visit.</p> <p>-Federal and Regional -level workshops: 500 participants</p> <p>-Sensitization workshops: 1,920 participants</p> <p>-TOT infield training: 7,500 participants</p> <p>-Other TOT training: 3,000 participants</p> <p>-Exchange visits: 800 participants</p> <p>1.4 Developed training materials and formats</p> <p>1.5 Developed the SHEP extension packages</p>	<p>1.3 Participants list of trainings, workshops, exchange visits, etc.</p> <p>1.4 Developed training materials⁴ and formats</p> <p>1.5 Developed the SHEP extension packages⁵</p>	<p>crops do not fall substantially.</p>
<p>Output 2: The effective extension services based on the SHEP approach are delivered to the target farmers.</p>	<p>2.1 Number of the target farmers: 1000 farmers</p> <p>2.2 The average “General Horticultural Crop Production & Post-Harvest Handling Techniques“ score of the target farmers improves by 60 %.</p> <p>2.3 70% of farmers answer “Yes” to the question regarding market survey in “General Horticultural Crop Production & Post-Harvest Handling Techniques“.</p> <p>2.4 70% of Farmer groups establish linkages with new business stakeholders (buyers, sellers, lenders, research institutes, etc.).</p>	<p>2.1 Participants⁷ list</p> <p>2.2 Baseline/ Endline Survey results</p> <p>2.3 Endline Survey results</p> <p>2.4 Farmer group monitoring sheets (Qualitative data)</p>	

⁴ Training materials mean TOT training materials such as PowerPoint documents.

⁵ The SHEP extension packages regard as SHEP manuals (2types: Standard and simple) and 8 technical training manuals by crop (Onion, Tomato, Kale, Green pepper, Garlic, Potato, Head Cabbage and Carrot).

<p>Output 3: The SHEP extension packages which consist of the standard package for core SHEP target groups and the simple packages for various training opportunities are developed and proposed.</p>	<p>3.1 Finalized the SHEP extension packages, including formats and training materials, which consist of the standard package for core SHEP target groups and the simple packages for various training opportunities⁶</p> <p>3.2 Proposed suggestions for improvement of extension services based on, or referring to, the SHEP approach</p>	<p>3.1 Finalized the SHEP extension packages, formats and training materials</p> <p>3.2 Proposed suggestions</p>	
<p>Activities</p> <p>1.1 Clarify and agree upon the roles and responsibilities of Federal, Regional, Zonal, District, and Community(Kebele) level implementers.</p> <p>1.2 Select the target Zone, Districts, Communities(Kebeles) and farmer groups.</p> <p>1.3 Develop the training materials and formats for both implementers and farmers.</p> <p>1.4 Develop the SHEP extension packages for implementers.</p> <p>1.5 Conduct trainings, workshops, exchange visits for implementers.</p> <p>1.6 Deliver the On-the-Job Training (OJT) and support for local implementers in implementation and follow-up of SHEP activities.</p> <p>1.7 Conduct the evaluation of local implementers on implementing SHEP activities.</p>	<p>Input</p> <p>Ethiopian side</p> <ul style="list-style-type: none"> - Counterparts from MoA, ABoA and OBoANR (Regional, Zonal, District, Community(Kebele)) - Office space, furniture, and equipment - Utility cost of above mentioned. 	<p>Japanese side</p> <ul style="list-style-type: none"> - At least two(2) (Chief Advisor/SHEP approach, Coordinator/Training, Horticulture) - Short-term experts (Extension/Facilitation, Community participation, Market Access improvement, Training Material Development, etc) - Local experts - Vehicles, Office equipment - Operation cost -Training in Japan and Third-Country Training 	<p>1. Frequent transfer or resignation of C/P staff members do not happen.</p> <p>2. The security situations in target areas do not deteriorate.</p>
<p>2.1 Clarify the selection criteria for farmer groups and communicate to relevant stakeholders.</p> <p>2.2. Develop and continuously improve the SHEP extension packages to be implemented for the target farmers.</p> <p>2.3 Implement the SHEP extension packages for the target farmers.</p> <p>2.4 Conduct the Follow-up and monitoring activities for the target farmers.</p>			

⁶ Various training opportunities include, but not limited to, training organized by the Federal and Regional Governments, Agricultural Technical Vocational Education and Training (ATVET), NGOs, universities, etc.

<p>2.5 Compile, analyze the series of Baseline/Endline Surveys⁷ data of the 1st, 2nd and 3rd year farmers and present it to the project stakeholders.</p>		
<p>3.1 Conduct the periodic monitoring and evaluation on the overall project progress and performance to draw useful lessons for future scaling-up of the SHEP approach.</p> <p>3.2 Identify core SHEP target groups who should be the main beneficiaries of the intensive SHEP training.</p> <p>3.3 Identify training opportunities and training organizations which could incorporate SHEP concept in their trainings.</p> <p>3.4 Revise and finalize the SHEP extension packages, including formats and training materials, which consist of the standard package for core SHEP target groups and the simple packages for various training opportunities.</p> <p>3.5 Organize workshops for proposing SHEP scaling-up.</p>		<p>Precondition A sufficient number of C/P staff members are assigned for project implementation.</p>

⁷ In order to accurately measure the effect of the SHEP approach, the Endline Surveys (batch performance evaluation) should be conducted two years after the start of intervention.

Project Title: The Project for **S**mallholder **H**orticulture Farmer **E**mpowerment through **P**romotion of Market-Oriented Agriculture (**Ethio-SHEP**)

Implementing Agency: Ministry of Agriculture (MoA), Amhara Bureau of Agriculture (ABoA), Oromia Bureau of Agriculture and Natural Resources (OBoANR)

Period of Project: **15th January 2017 – 14th January 2023**

Target Group: Staff of MoA, ABoA, OBoANR, Smallholder horticulture farmers in the target areas
(Total number of beneficiaries¹: Approximately 6000 farmers)

Project Sites: Selected Districts (Woredas) in Awi and West Gojam Zones in Amhara Region and Arsi and Jimma Zones in Oromia Region

PDM Ver.3
Date: Dec 2020

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumptions
Overall Goal Market-oriented agriculture based on the SHEP approach is promoted by the Ethiopian government.	Federal and Regional horticultural policies, plans, manuals and materials which promote extension services on market-oriented agriculture built upon the experience of the SHEP approach are developed.	Federal and Regional horticultural policies, plans, manuals and materials	The government's policy on smallholder horticulture does not change dramatically.
Project Purpose The SHEP approach which leads to increasing farmers' income from horticulture is proposed for future scaling-up through effective implementation.	1 The Districts' average "SHEP Implementation Performance" evaluation scores is more than 70 % . 2 The target farmers' income from horticulture is increased by 60 % ² on average. 3 The SHEP implementation guideline for Amhara and Oromia Regions is documented and proposed.	1 Districts' "SHEP Implementation Performance" evaluation sheets 2 Baseline/End-line surveys results 3 The SHEP implementation guideline ³ for Amhara and Oromia Regions	The government's priority for smallholder horticulture development is not lowered.
Output: Output 1: Capacity on extension service delivery based on the SHEP approach is developed.	1.1 Clarified roles & responsibility of each implementer 1.2 Number of participating Zones and Districts -Zone: 2 in Amhara, 2 in Oromia -District: 4 in Amhara, 4 in Oromia	1.1 Clarified roles & responsibility of each implementer 1.2 Number of participating Zones and Districts	1. Natural disasters or severe weather conditions such as drought and flood do not happen frequently in the target areas. 2. Prices on horticultural

¹ The beneficiaries include (1) the target farmers and (2) the farmers of Water Users Associations to which the target farmers belong. The Project is designed to give indirect benefit to the farmers in the (2) category since some of the training opportunities are given not only to the target farmers but also to the farmers of the Water Users Associations at large.

² Target figures :60 % was set based on the discussion and agreement with CPs after 3rd JCC .

³ The SHEP implementation guideline is the document to explain how to use the SHEP extension packages.

	<p>1.3 Cumulative number of Federal, Regional, Zonal, District and Community(Kebele) level participants of training, workshop, exchange visit.</p> <ul style="list-style-type: none"> -Federal and Regional -level workshops: 500 participants -Sensitization workshops: 1,920 participants -TOT infield training: 7,500 participants -Other TOT training: 3,000 participants -Exchange visits: 800 participants <p>1.4 Developed training materials and formats</p> <p>1.5 Developed the SHEP extension packages</p>	<p>1.3 Participants list of trainings, workshops, exchange visits, etc.</p> <p>1.4 Developed training materials⁴ and formats</p> <p>1.5 Developed the SHEP extension packages⁵</p>	<p>crops do not fall substantially.</p>
<p>Output 2: The effective extension services based on the SHEP approach are delivered to the target farmers.</p>	<p>2.1 Number of the target farmers: 1000 farmers</p> <p>2.2 The average “General Horticultural Crop Production & Post-Harvest Handling Techniques“ score of the target farmers improves by 60 %.</p> <p>2.3 70% of farmers answer “Yes” to the question regarding market survey in “General Horticultural Crop Production & Post-Harvest Handling Techniques“.</p> <p>2.4 70% of Farmer groups establish linkages with new business stakeholders (buyers, sellers, lenders, research institutes, etc.).</p>	<p>2.1 Participants⁷ list</p> <p>2.2 Baseline/ Endline Survey results</p> <p>2.3 Endline Survey results</p> <p>2.4 Farmer group monitoring sheets (Qualitative data)</p>	

⁴ Training materials mean TOT training materials such as PowerPoint documents.

⁵ The SHEP extension packages regard as SHEP manuals (2types: Standard and simple) and 8 technical training manuals by crop (Onion, Tomato, Kale, Green pepper, Garlic, Potato, Head Cabbage and Carrot).

<p>Output 3: The SHEP extension packages which consist of the standard package for core SHEP target groups and the simple packages for various training opportunities are developed and proposed.</p>	<p>3.1 Finalized the SHEP extension packages, including formats and training materials, which consist of the standard package for core SHEP target groups and the simple packages for various training opportunities⁶</p> <p>3.2 Proposed suggestions for improvement of extension services based on, or referring to, the SHEP approach</p>	<p>3.1 Finalized the SHEP extension packages, formats and training materials</p> <p>3.2 Proposed suggestions</p>	
<p>Activities</p> <p>1.1 Clarify and agree upon the roles and responsibilities of Federal, Regional, Zonal, District, and Community(Kebele) level implementers.</p> <p>1.2 Select the target Zone, Districts, Communities(Kebeles) and farmer groups.</p> <p>1.3 Develop the training materials and formats for both implementers and farmers.</p> <p>1.4 Develop the SHEP extension packages for implementers.</p> <p>1.5 Conduct trainings, workshops, exchange visits for implementers.</p> <p>1.6 Deliver the On-the-Job Training (OJT) and support for local implementers in implementation and follow-up of SHEP activities.</p> <p>1.7 Conduct the evaluation of local implementers on implementing SHEP activities.</p>	<p>Input</p> <p>Ethiopian side</p> <ul style="list-style-type: none"> - Counterparts from MoA, ABoA and OBoANR (Regional, Zonal, District, Community(Kebele)) - Office space, furniture, and equipment - Utility cost of above mentioned. 	<p>Japanese side</p> <ul style="list-style-type: none"> - At least two(2) (Chief Advisor/SHEP approach, Coordinator/Training, Horticulture) - Short-term experts (Extension/Facilitation, Community participation, Market Access improvement, Training Material Development, etc) - Local experts - Vehicles, Office equipment - Operation cost -Training in Japan and Third-Country Training 	<p>1. Frequent transfer or resignation of C/P staff members do not happen.</p> <p>2. The security situations in target areas do not deteriorate.</p>
<p>2.1 Clarify the selection criteria for farmer groups and communicate to relevant stakeholders.</p> <p>2.2. Develop and continuously improve the SHEP extension packages to be implemented for the target farmers.</p> <p>2.3 Implement the SHEP extension packages for the target farmers.</p> <p>2.4 Conduct the Follow-up and monitoring activities for the target farmers.</p>			

⁶ Various training opportunities include, but not limited to, training organized by the Federal and Regional Governments, Agricultural Technical Vocational Education and Training (ATVET), NGOs, universities, etc.

<p>2.5 Compile, analyze the series of Baseline/Endline Surveys⁷ data of the 1st, 2nd and 3rd year farmers and present it to the project stakeholders.</p>		
<p>3.1 Conduct the periodic monitoring and evaluation on the overall project progress and performance to draw useful lessons for future scaling-up of the SHEP approach.</p> <p>3.2 Identify core SHEP target groups who should be the main beneficiaries of the intensive SHEP training.</p> <p>3.3 Identify training opportunities and training organizations which could incorporate SHEP concept in their trainings.</p> <p>3.4 Revise and finalize the SHEP extension packages, including formats and training materials, which consist of the standard package for core SHEP target groups and the simple packages for various training opportunities.</p> <p>3.5 Organize workshops for proposing SHEP scaling-up.</p>		<p>Precondition A sufficient number of C/P staff members are assigned for project implementation.</p>

⁷ In order to accurately measure the effect of the SHEP approach, the Endline Surveys (batch performance evaluation) should be conducted two years after the start of intervention.

ANNEX 1: Project Design Matrix (PDM) Version 4

Project Title: The Project for Smallholder Horticulture Farmer Empowerment through Promotion of Market-Oriented Agriculture (**Ethio-SHEP**)

Implementing Agency: Ministry of Agriculture (MoA), Amhara Bureau of Agriculture (ABoA), Oromia Bureau of Agriculture and Natural Resources (OBoANR)

Period of Project: 15th January 2017 – 14th January 2023

Target Group: Staff of MoA, ABoA, OBoANR, Smallholder horticulture farmers in the target areas
(Total number of beneficiaries¹: Approximately 6000 farmers)

Project Sites: Selected Districts (Woredas) in Awi and West Gojam Zones in Amhara Region and Arsi and Jimma Zones in Oromia Region

PDM Ver.4
Date: Dec 2022

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumptions
<p>Overall Goal Market-oriented agriculture based on the SHEP approach is promoted by the Ethiopian government.</p>	<p>(Indicator 1) Market-oriented agriculture based on the SHEP approach is incorporated into the Horticulture Extension Package or relevant National Strategies on agriculture extension.</p> <p>(Indicator 2) 70 farmers groups in Oromia region and 80 farmers groups in Amhara region benefit from the scale-up activities based on the SHEP approach by 2026.</p> <p>(Indicator 3) Apart from Oromia and Amhara regions, MoA starts to apply the SHEP approach into the regular extension services in at least one region under the Ministry's initiative</p>	<p>Policy/Strategic documents at federal level</p> <p>Monitoring and evaluation documents at regional level</p> <p>Planning, monitoring and evaluation documents at federal and regional level</p>	<p>The government's policy on smallholder horticulture does not change dramatically.</p>
<p>Project Purpose The SHEP approach which leads to increasing farmers' income from horticulture is proposed for future scaling-up through effective implementation.</p>	<p>1 The Districts' average "SHEP Implementation Performance" evaluation scores is more than 70 %.</p> <p>2 The target farmers' income from horticulture is increased by 60 %² on average.</p>	<p>1 Districts' "SHEP Implementation Performance" evaluation sheets</p> <p>2 Baseline/End-line surveys results</p>	<p>The government's priority for smallholder horticulture development is not lowered.</p>

¹ The beneficiaries include (1) the target farmers and (2) the farmers of Water Users Associations to which the target farmers belong. The Project is designed to give indirect benefit to the farmers in the (2) category since some of the training opportunities are given not only to the target farmers but also to the farmers of the Water Users Associations at large.

² Target figures : 60 % was set based on the discussion and agreement with CPs after 3rd JCC .

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	3 The SHEP implementation guideline for Amhara and Oromia Regions is documented and proposed.	3 The SHEP implementation guideline ³ for Amhara and Oromia Regions	
<p>Output: Output 1: Capacity on extension service delivery based on the SHEP approach is developed.</p>	<p>1.1 Clarified roles & responsibility of each implementer</p> <p>1.2 Number of participating Zones and Districts -Zone: 2 in Amhara, 2 in Oromia -District: 4 in Amhara, 4 in Oromia</p> <p>1.3 Cumulative number of Federal, Regional, Zonal, District and Community(Kebele) level participants of training, workshop, exchange visit. -Federal and Regional -level workshops: 500 participants -Sensitization workshops: 1,920 participants -TOT infield training: 7,500 participants -Other TOT training: 3,000 participants -Exchange visits: 800 participants</p> <p>1.4 Developed training materials and formats</p> <p>1.5 Developed the SHEP extension packages</p>	<p>1.1 Clarified roles & responsibility of each implementer</p> <p>1.2 Number of participating Zones and Districts</p> <p>1.3 Participants list of trainings, workshops, exchange visits, etc.</p> <p>1.4 Developed training materials⁴ and formats</p> <p>1.5 Developed the SHEP extension packages⁵</p>	<p>1. Natural disasters or severe weather conditions such as drought and flood do not happen frequently in the target areas.</p> <p>2. Prices on horticultural crops do not fall substantially.</p>
<p>Output 2: The effective extension services based on the SHEP approach are delivered to the target farmers.</p>	<p>2.1 Number of the target farmers: 1,000 farmers</p> <p>2.2 The average "General Horticultural Crop Production & Post-Harvest Handling</p>	<p>2.1 Participants' list</p> <p>2.2 Baseline/ Endline Survey results</p>	

³ The SHEP implementation guideline is the document to explain how to use the SHEP extension packages.

⁴ Training materials mean TOT training materials such as PowerPoint documents.

⁵ The SHEP extension packages regard as SHEP manuals (2types: Standard and simple) and 8 technical training manuals by crop (Onion, Tomato, Kale, Green pepper, Garlic, Potato, Head Cabbage and Carrot).

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	<p>Techniques“ score of the target farmers improves by 60 %.</p> <p>2.3 70% of farmers answer “Yes” to the question regarding market survey in “General Horticultural Crop Production & Post-Harvest Handling Techniques“.</p> <p>2.4 70% of Farmer groups establish linkages with new business stakeholders (buyers, sellers, lenders, research institutes, etc.).</p>	<p>2.3 Endline Survey results</p> <p>2.4 Farmer group monitoring sheets (Qualitative data)</p>		
<p>Output 3: The SHEP extension packages which consist of the standard package for core SHEP target groups and the simple packages for various training opportunities are developed and proposed.</p>	<p>3.1 Finalized the SHEP extension packages, including formats and training materials, which consist of the standard package for core SHEP target groups and the simple packages for various training opportunities⁶</p> <p>3.2 Proposed suggestions for improvement of extension services based on, or referring to, the SHEP approach</p>	<p>3.1 Finalized the SHEP extension packages</p> <p>3.2 Proposed suggestions</p>		
<p>Activities</p> <p>1.1 Clarify and agree upon the roles and responsibilities of Federal, Regional, Zonal, District, and Community(Kebele) level implementers.</p> <p>1.2 Select the target Zone, Districts, Communities(Kebeles) and farmer groups.</p> <p>1.3 Develop the training materials and formats for both implementers and farmers.</p> <p>1.4 Develop the SHEP extension packages for implementers.</p> <p>1.5 Conduct trainings, workshops, exchange visits for implementers.</p> <p>1.6 Deliver the On-the-Job Training (OJT) and support for local implementers in implementation and follow-up of SHEP activities.</p>	<p>Input</p> <table style="width: 100%; border: none;"> <tr> <td style="width: 50%; vertical-align: top;"> <p>Ethiopian side</p> <ul style="list-style-type: none"> - Counterparts from MoA, ABoA and OBoANR (Regional, Zonal, District, Community(Kebele)) - Office space, furniture, and equipment - Utility cost of above mentioned. </td> <td style="width: 50%; vertical-align: top;"> <p>Japanese side</p> <ul style="list-style-type: none"> - At least two(2) (Chief Advisor/SHEP approach, Coordinator/Training, Horticulture) - Short-term experts (Extension/Facilitation, Community participation, Market Access improvement, Training Material Development, etc) - Local experts - Vehicles, Office equipment - Operation cost - Training in Japan and Third-Country Training </td> </tr> </table>	<p>Ethiopian side</p> <ul style="list-style-type: none"> - Counterparts from MoA, ABoA and OBoANR (Regional, Zonal, District, Community(Kebele)) - Office space, furniture, and equipment - Utility cost of above mentioned. 	<p>Japanese side</p> <ul style="list-style-type: none"> - At least two(2) (Chief Advisor/SHEP approach, Coordinator/Training, Horticulture) - Short-term experts (Extension/Facilitation, Community participation, Market Access improvement, Training Material Development, etc) - Local experts - Vehicles, Office equipment - Operation cost - Training in Japan and Third-Country Training 	<p>1. Frequent transfer or resignation of C/P staff members do not happen.</p> <p>2. The security situations in target areas do not deteriorate.</p>
<p>Ethiopian side</p> <ul style="list-style-type: none"> - Counterparts from MoA, ABoA and OBoANR (Regional, Zonal, District, Community(Kebele)) - Office space, furniture, and equipment - Utility cost of above mentioned. 	<p>Japanese side</p> <ul style="list-style-type: none"> - At least two(2) (Chief Advisor/SHEP approach, Coordinator/Training, Horticulture) - Short-term experts (Extension/Facilitation, Community participation, Market Access improvement, Training Material Development, etc) - Local experts - Vehicles, Office equipment - Operation cost - Training in Japan and Third-Country Training 			

⁶ Various training opportunities include, but not limited to, training organized by the Federal and Regional Governments, Agricultural Technical Vocational Education and Training (ATVET), NGOs, universities, etc.

ANNEX 1: Project Design Matrix (PDM) Version 4

<p>1.7 Conduct the evaluation of local implementers on implementing SHEP activities.</p> <hr style="border-top: 1px dashed black;"/> <p>2.1 Clarify the selection criteria for farmer groups and communicate to relevant stakeholders. 2.2. Develop and continuously improve the SHEP extension packages to be implemented for the target farmers. 2.3 Implement the SHEP extension packages for the target farmers. 2.4 Conduct the Follow-up and monitoring activities for the target farmers. 2.5 Compile, analyze the series of Baseline/Endline Surveys⁷ data of the 1st, 2nd and 3rd year farmers and present it to the project stakeholders.</p> <hr style="border-top: 1px dashed black;"/> <p>3.1 Conduct the periodic monitoring and evaluation on the overall project progress and performance to draw useful lessons for future scaling-up of the SHEP approach. 3.2 Identify core SHEP target groups who should be the main beneficiaries of the intensive SHEP training. 3.3 Identify training opportunities and training organizations which could incorporate SHEP concept in their trainings. 3.4 Revise and finalize the SHEP extension packages, including formats and training materials, which consist of the standard package for core SHEP target groups and the simple packages for various training opportunities.</p>	
	<p>Precondition A sufficient number of C/P staff members are assigned for project implementation.</p>

⁷ In order to accurately measure the effect of the SHEP approach, the Endline Surveys (batch performance evaluation) should be conducted two years after the start of intervention.

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3.5 Organize workshops for proposing SHEP scaling-up.		
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