

**Federal Democratic Republic of Ethiopia  
Ministry of Labor and Skill (MoLS)  
Entrepreneurship Development Institute (EDI)  
Ethiopia Enterprise Development (EED)  
Addis Ababa City Administration**

**Project on Business Development Services  
(BDS) Enhancement for Enterprise Growth  
in the Federal Democratic Republic of Ethiopia**

**PROJECT COMPLETION REPORT**

**April 2023**

**Japan International Cooperation Agency (JICA)  
Kaihatsu Management Consulting, Inc.**

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### Exchange rate

1 Ethiopian Birr (ETB) = 2.44842 Japanese Yen (JPY)	
1 US Dollar (USD) = 131.83 Japanese Yen (JPY)	(as of 20 <sup>th</sup> March 2023)
(Source) OANDA	

## List of Abbreviations

Abbreviation	Completed title
AdCSI	Addis Ababa Credit and Savings Institute
AEMFI	Association of Ethiopian Microfinance Institutions
BDS	Business Development Service
BDSPs	Business Development Service Providers
BoID	Bureau of Industry Development
BoJCED	Bureau of Job Creation and Enterprise Development
BoLEID	Bureau of Labor, Enterprise and Industry Development
BoMSE	Bureau of Small and Micro Enterprises
BoT	Bureau of Trade
BoTID	Bureau of Trade and Industry Development
CCIDI	Chemical and Construction Inputs Industry Development Institute
CBE	Commercial Bank of Ethiopia
COVID-19	Coronavirus disease 2019
DBE	Development Bank of Ethiopia
EDC	Entrepreneurship Development Center
EDI	Entrepreneurship Development Institute
EED	Ethiopia Enterprise Development
EKI	Ethiopia Kaizen Institute
FBPIDI	Food and Beverage Industry Development Institute
FeUJCFSA	Federal Urban Job Creation and Food Security Agency
FeSMMIDA	Federal Small and Medium Manufacturing Industry Development Agency
FeSMMIPA	Federal Small and Medium Manufacturing Industry Promotion Agency/Authority
GDP	Gross Domestic Product
GTP II	Growth and Transformation Plan II
IES	Industry Extension Service
JCC	Joint Coordinating Committee
JFC	Japan Financial Corporation
JICA	Japan International Cooperation Agency
JOBFSA	Federal Urban Job Creation and Food Security Agency
KEC	Kaizen Excellency Center
LIDI	Leather Industry Development Institute
MIDI	Manufacturing Industry Development Institute
MoI	Ministry of Industry
M/M	Minutes of the Meeting
MoLS	Ministry of Labor and Skills
MSEs	Micro and small Enterprises
MSMEs	Micro, small and medium enterprises
OJT	On the Job Training
OSSC	One Stop Service Center
PDM	Project Design Matrix
QDT	Quick Diagnosis Tool
R/D	Record of Discussion
SMEs	Small and Medium Enterprises
SNS	Social Network Service
TCCI	Tokyo Chambers of Commerce and Industry
TIDI	Textile Industry Development Institute
WEDP	Women Entrepreneurship Development Project

# **I. Basic Information of the Project**

## **1. Country**

The Federal Democratic Republic of Ethiopia (hereinafter referred to as "Ethiopia")

## **2. Title of the Project**

The Project on Business Development Services (BDS) Enhancement for Enterprise Growth (hereinafter referred to as "the Project")

## **3. Duration of the Project (Planned and Actual)**

- Planned: From April 2018 until March 2021 (As of Record of Discussions (R/D) on 5<sup>th</sup> April 2018)
- Actual: From September 2018 until March 2023

The duration of the Project described in the R/D was amended three (3) times, as follows.

### **3.1. First amendment**

In the Minutes of the Meeting (M/M) signed on 10<sup>th</sup> April 2019, both Ethiopian side and Japanese side agreed to some amendment of the R/D, including the duration of the Project. As experts of Japan International Cooperation Agency (JICA) started activities in September 2018, the duration was amended from September 2018 until September 2021 (three years).

### **3.2. Second amendment**

Because of the global spread of COVID-19, some of the Project activities have been suspended. In the M/M signed on 14<sup>th</sup> June 2021, both Ethiopian side and Japanese side agreed that, in order to achieve the Project purpose, the Project period shall need to be extended. The duration of the Project was decided to be extended until September 2022 (four years).

### **3.3. Third amendment**

In the M/M signed on 29<sup>th</sup> September 2022, both sides agreed again that based on the amendment of the Ethiopian governmental structure on BDS for micro, small and medium enterprises (MSMEs), certain time to reinforce the capacity of counterparts for effective BDS provision for MSME's growth is required. The duration of the Project was decided to be extended until March 2023 (four and half years).

## **4. Background**

The Government of Ethiopia emphasizes the importance of industrial development (especially manufacturing) under "Vision 2025", to become a lower middle-income country by 2025. Growth and Transformation Plan II (GTPII) (2015-2020) aims to increase the manufacturing industry's share of Gross Domestic Products (GDP) through strengthening quality, productivity and

competitiveness, promoting exports, and developing industrial human resources and others. The Ethiopian Industrial Development Strategic Plan (2013-2025) sets the goal of creating an internationally competitive manufacturing industry, increasing its share of GDP to 4% in 2013 to 17% by 2025.

In order to achieve the above policy goals, it is important to foster domestic enterprises, particularly MSMEs. According to Ethiopian government statistics, as of 2016, there are approximately 500,000 domestic MSMEs, of which 98% were Micro and Small Enterprises (MSEs). It is expected that the sustainable growth of the MSMEs will contribute to the expansion of their scale and the improvement of the quality of their products and services, which will lead to the securing of international competitiveness.

In February 2016, the Ethiopian government reorganized Federal Micro and Small Enterprises Development Agency (FeMSEDA) to the Federal Small and Medium Manufacturing Industry Development Agency (FeSMMIDA) under the Ministry of Industry, and the Federal Urban Job Creation and Food Security Agency (FeUJCFSA) under the Ministry of Urban Development and Housing. FeSMMIDA was in charge of supporting small and medium enterprises (SMEs) in the manufacturing industry, and FeUJCFSA was in charge of supporting small non-manufacturing enterprises and all micro enterprises. Furthermore, the One Stop Service Center (OSSC) has been established in each local administrative district unit (woreda) in each region of the country to provide any supports to MSMEs.

Under such situation, the Project has been implemented with these Ethiopian implementing agencies to strengthen the comprehensive BDS provision system for MSMEs' growth.

After commencement of the Project, these institutions were restructured, which will be mentioned in I. 6.

## 5. Overall Goal and Project Purpose

The Overall goal and the Project purpose are defined as follows, on the current PDM.

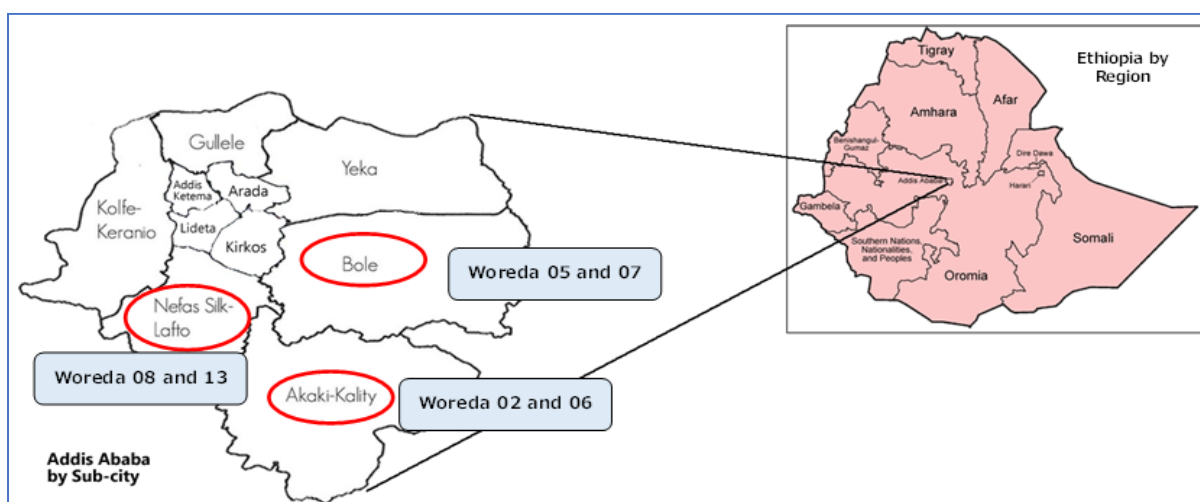
- **Overall Goal:** Ethiopian MSMEs receive high quality BDS provided through BDS Providers (BDSPs) network, and its' business are enhanced (both in target woreda and other areas).
- **Project Purpose:** Ethiopian MSMEs receive high quality BDS through BDSPs network in target areas.

Target areas of the Project was defined and confirmed at the 1<sup>st</sup> Joint Coordinating Committee (JCC) Meeting on 30<sup>th</sup> January 2019 as follows. Sub-city offices support medium and large enterprises, meanwhile MSMEs are supported by woreda office.

**Table 1. Target area of the Project**

Sub-city	Woreda
Akaki Kality	02 and 06
Bole	05 and 07
Nefas Silk Laft	08 and 13





(source) Addis Ababa City Administration

**Figure 1. Map of the Project target area**

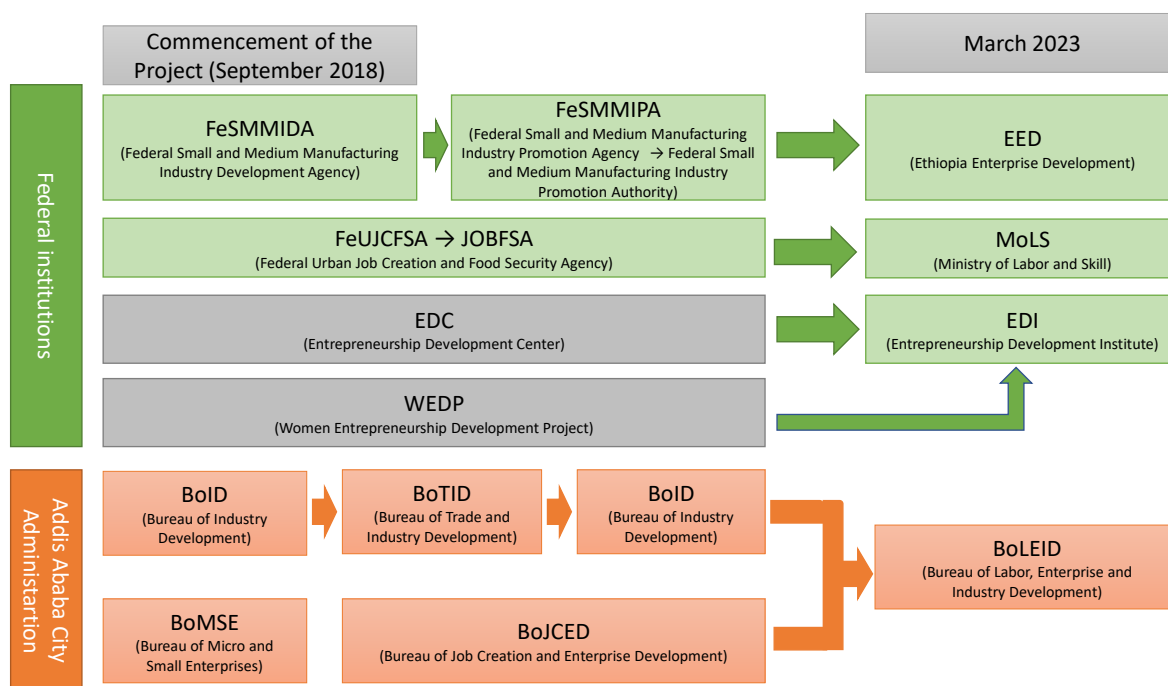
## 6. Implementing Agencies

The following table shows transformation of implementing agencies of Ethiopian side. These institutions have changed the name and structure. EDI was added as one of the implementing agencies, as EDI was defined as governmental agency under MoLS in 2021, in charge of BDS provision for MSMEs and human resource development for BDS providers, after reorganizing Entrepreneurship Development Center (EDC), with integration of Women Entrepreneurship Development Project (WEDP).

**Table 2. Transformation of implementing agencies**

Implementing agencies	Transformation of agencies
FeSMMIDA	<ul style="list-style-type: none"> <li>• Changed name as Federal Small and Medium Manufacturing Industry Promotion Agency, then, Federal Small and Medium Manufacturing Industry Promotion Authority (FeSMMIPA) in April 2019.</li> <li>• Changed name as Ethiopian Enterprise Development (EED) in October 2021.</li> </ul>
FeUJCFSA	<ul style="list-style-type: none"> <li>• Changed abbreviation as JOBFSFA in December 2020.</li> <li>• Integrated as a part of newly established Ministry of Labor and Skills (MoLS) in October 2021.</li> </ul>
Bureau of Industry Development (BoID), Addis Ababa City	<ul style="list-style-type: none"> <li>• Changed name as Bureau of Trade and Industry Development (BoTID), integrated with Bureau of Trade (BoT) in June 2019.</li> <li>• Changed name as BoID, separated with BoT in January 2020.</li> <li>• Integrated as a part of newly established Bureau of Labor, Industry and Enterprise Development (BoLEID) in October 2021.</li> </ul>
Bureau of Small and Micro Enterprises (BoMSE), Addis Ababa City	<ul style="list-style-type: none"> <li>• Changed name as Bureau of Job Creation and Industry Development (BoJCED) in January 2019.</li> <li>• Integrated as a part of BoLEID in October 2021.</li> </ul>
EDI	<ul style="list-style-type: none"> <li>• Added as one of implementing agencies, in the M/M signed on 29<sup>th</sup> September 2022.</li> </ul>

The following figure shows the transformation of implementing agencies.



**Figure 2. Transformation of counterpart institutions**

In addition to the implementing agencies, there was structural amendment of institutions, that participated in the Project as BDSPs, as shown in the table below.

**Table 3. Transformation of some BDSPs**

Name of BDSPs, as commencement of the Project	Transformation of some BDSPs
Ethiopia Kaizen Institute (EKI)	<ul style="list-style-type: none"> <li>The name was changed as Kaizen Excellency Center (KEC) in 2021, and it was positioned as a center under newly established Manufacturing Industry Development Institute (MIDI).</li> </ul>
Metal Industry Development Center	<ul style="list-style-type: none"> <li>The name was changed as Manufacturing Technology and Engineering Industry Research &amp; Development Center, and it was positioned as a center under MIDI.</li> </ul>
Leather Industry Development Center (LIDI)	<ul style="list-style-type: none"> <li>The name was changed as Leather and Leather Products Industry Research and Development Center, and it was positioned as a center under MIDI.</li> </ul>
Chemical and Construction Inputs Industry Development Center (CCIDI)	<ul style="list-style-type: none"> <li>The name was changed as Chemical and Construction Inputs Industry Research and Development Center, and it was positioned as a center under MIDI.</li> </ul>
Food, Beverage and Pharmaceutical Industry Development Center (FBPIDI)	<ul style="list-style-type: none"> <li>The name was changed as Food and Beverage Industry Research and Development Center, and it was positioned as a center under MIDI.</li> </ul>
Textile Industry Development Center (TIDI)	<ul style="list-style-type: none"> <li>The name was changed as Textile and Garment Industry Research and Development Center, and it was positioned as a center under MIDI.</li> </ul>
TVET Agency	<ul style="list-style-type: none"> <li>The Agency had been under jurisdiction of Ministry of Education. After amendment, the name was changed as TVET Institute, and the jurisdiction was transferred to MoLS.</li> </ul>

## II. Results of the Project

### 1. Results of the Project

#### 1.1. Input by the Japanese side (Planned and Actual)

For the implementation of the Project, the Japanese side planned and realized the following input.

##### (1) JICA Experts

A group of JICA experts was assigned to the Project, as following table. Dispatch plan and the results are shown in the following page. Due to the COVID-19, the dispatch was suspended from March 2020 to February 2022. During that time, JICA experts and Ethiopian counterpart personnel have been communicated through online meetings, e-mail, and social network services (SNS) such as Telegram, to continue the Project activities, however, some activities, such as on site BDS provision, OJT, were suspended due to the pandemic.

**Table 4. List of JICA experts (planned and actual)**

Planned (as of September 2018)	Actual
<ul style="list-style-type: none"><li>• Chief consultant/ MSMEs policy &amp; entrepreneurship support (1)</li><li>• Deputy chief consultant/ MSMEs policy &amp; entrepreneurship support (2)</li><li>• Establishment and Strengthening BDS provision system for MSMEs.</li><li>• Human Resource development on BDS provision for MSMEs (1)</li><li>• Human Resource development on BDS provision for MSMEs (2)</li><li>• Human Resource development on BDS provision for MSMEs (3)</li><li>• Support on women entrepreneurship support /Project Coordinator</li></ul>	<ul style="list-style-type: none"><li>• Chief consultant/ MSMEs policy &amp; entrepreneurship support (1)</li><li>• Deputy chief consultant/ MSMEs policy &amp; entrepreneurship support (2)</li><li>• Establishment and Strengthening BDS provision system for MSMEs.</li><li>• Human Resource development on BDS provision for MSMEs (1)</li><li>• Human Resource development on BDS provision for MSMEs (2)</li><li>• Human Resource development on BDS provision for MSMEs (3)</li><li>• Human Resource development on BDS provision for MSMEs (4)</li><li>• Support on women entrepreneurship support /Project Coordinator</li></ul>

Name	Title	Plan/Actual	2018				2019												2020												2021												2022												2023		
			9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3
Ryuji Seno	Chief Consultant / MSME policy & entrepreneurship support(1)	Plan	█				█		█				█				█				█				█																																
		Actual	█				█		█				█				█				█				█				█																												
Akiko Yoneyama	Deputy Chief Consultant / MSME policy & entrepreneurship support(2)	Plan	█				█		█				█				█				█				█																																
		Actual	█				█		█				█				█				█				█				█																												
Akihiro Tsukamoto	Establishment and Strengthening BDS Provision System for MSMEs	Plan	█				█		█				█				█				█				█																																
		Actual	█				█		█				█				█				█				█				█																												
Tanaki Tanaka	Human Resource Development on BDS Provision for MSMEs (1)	Plan	█				█		█				█				█				█				█																																
		Actual	█				█		█				█				█				█				█				█																												
Shinta Nishino	Human Resource Development on BDS Provision for MSMEs (2)	Plan	█				█		█				█				█				█				█																																
		Actual	█				█		█				█				█				█				█				█																												
Nguyen Tan Tien	Human Resource Development on BDS Provision for MSMEs (3)	Plan	█				█		█				█				█				█				█																																
		Actual	█				█		█				█				█				█				█				█																												
Yoshihiro Takeguchi	Human Resource Development on BDS Provision for MSMEs (4)	Plan	█				█		█				█				█				█				█																																
		Actual	█				█		█				█				█				█				█				█																												
Mikiko Kano	Human Resource Development on BDS Provision for MSMEs (4)	Plan	█				█		█				█				█				█				█																																
		Actual	█				█		█				█				█				█				█				█																												
Kiyoko Sandabatake	Support on women's entrepreneurship support / Project coordinator	Plan	█				█		█				█				█				█				█																																
		Actual	█				█		█				█				█				█				█				█																												

Figure 3. Dispatch of JICA Experts (consultants) to Ethiopia (planned and actual)

(Note)

- Plan of JICA experts dispatch: as of September 2018
- Result of dispatch of JICA experts: as of March 2023

## (2) Counterpart training in Japan and third country

During the Project period, the following training sessions were planned and realized in Japan and Vietnam. The objective and detail of each training are described in 2.1.1.

### <Training in Japan>

Seven (7) Ethiopian officials from FeSMMIDA, FeUJCFSA, BoID and BoJCED participated in the training in Japan, as shown in the following table.

**Table 5. Participants of the training program in Japan**

Training period	From 4 <sup>th</sup> March until 16 <sup>th</sup> March 2019
Training place	JICA Tokyo International Center
Participants	<ul style="list-style-type: none"><li>• <b>Mr. Asfaw Abebe</b>, Director General, FeSMMIDA</li><li>• <b>Mr. Sirak Mamo</b>, Director of Entrepreneurship Development, FeSMMIDA</li><li>• <b>Mr. Zenebe Kumo</b>, Director General, FeUJCFSA</li><li>• <b>Mr. Wendmaneh Jimma</b>, Director of One Stop Service Center, FeUJCFSA</li><li>• <b>Mr. Etana Aimable</b>, Director of Agro-processing and pharmaceutical, BoID</li><li>• <b>Mr. Jemallu Bekele</b>, Head of BoJCED, Addis Ababa City</li><li>• <b>Mr. Berhe Nurhsien</b>, Team Leader of One Stop Service Center, BoJCED, Addis Ababa City</li></ul>

### <Training in Vietnam>

Eight (8) Ethiopian officials from FeSMMIPA, FeUJCFSA, BoTID and BoJCED participated in the training in Japan, as shown in the following table.

**Table 6. Outline of training program in Vietnam**

Training period	From 23 <sup>rd</sup> October until 31 <sup>st</sup> October 2019
Training place	Hanoi and Ho Chi Minh City
Participants	<ul style="list-style-type: none"><li>• <b>Mr. Asfaw Abebe</b>, Director General, FeSMMIPA</li><li>• <b>Mr. Daniel Olani</b>, Deputy Director General, FeSMMIPA</li><li>• <b>Mr. Zenebe Kumo</b>, Director General, FeUJCFSA</li><li>• <b>Mr. Eshetu Hassen</b>, Senior One Stop Service Standardization Expert, FeUJCFSA</li><li>• <b>Mr. Endaweke Abite</b>, Deputy Mayor / Head of BoTID, Addis Ababa City</li><li>• <b>Mr. Ermias Kiros</b>, Deputy Head of BoID, Addis Ababa City</li><li>• <b>Mr. Tilahun Tadesse</b>, Head of BoJCED, Addis Ababa City</li><li>• <b>Mr. Fikiru Getachew</b>, Agro-processing, food and beverage Expert, BoJCED, Addis Ababa City</li></ul>

## (3) Basic equipment necessary for the implementation of the Project

The following basic equipment was provided to enhance the Project activities.

- Monochrome multifunctional copy machine (1)
- Projector (1)
- Laptop PC (1) for use of the Project assistant.

#### (4) Vehicles

As planned, the JICA Ethiopia office provided three (3) vehicles for official use of the Project.

#### (5) Cost of the Project activities

As planned, the Japanese side covered cost, such as remuneration for the Project's local assistants, costs for training program in Vietnam, fee for some meeting venue, and costs for fuel, insurance, and maintenance for the Project vehicles.

### 1.2. Input by the Ethiopian side (Planned and Actual)

#### (1) Counterpart and Administrative Personnel

The counterpart and administrative personnel have been assigned during the Project. The following table shows a comparison between the commencement of the Project and the current situation.

**Table 7. List of Project Directors, Project Managers and Deputy Project Managers**

Upon commencement of the Project (September 2018)	Upon termination of the Project (March 2023)
Project Directors	
<ul style="list-style-type: none"><li>• Mr. Asfaw Abebe, Director General, FeSMMIPA</li><li>• Mr. Zenebe Kumo, Director General, FeUJCFSA</li></ul>	<ul style="list-style-type: none"><li>• Mr. Nigusse Tilahun, State Minister, MoLS</li><li>• Dr. Hassen Hussein, Director General, EDI</li><li>• Mr. Alebachew Neguse, Director General, EED</li></ul>
Project Managers	
<ul style="list-style-type: none"><li>• Mr. Sirak Mamo, Director. Department of Entrepreneurship Development, FeSMMIDA</li><li>• Mr. Belete Balla, Director. Department of Enterprise Development, FeUJCFSA*</li></ul>	<ul style="list-style-type: none"><li>• Mr. Belete Balla, Head of Enterprise Development, MoLS**</li><li>• Mr. Henok Laike, BDS Manager, EDI</li><li>• Mr. Minwyetlet Tegegne, Director (Delegated) of Entrepreneurship Development, EED.</li></ul>
Deputy Project Managers	
<ul style="list-style-type: none"><li>• Mr. Jemallu Jember, Head, BoMSE, Addis Ababa City</li><li>• Mr. Ermias Kiros, Head, BoID, Addis Ababa City</li></ul>	<ul style="list-style-type: none"><li>• Mr. Mikiyas Mulugeta, Director of Enterprise Support, BoLEID, Addis Ababa City</li></ul>

\*Modified from Director of Entrepreneurship Development, FeUJCFSA at the MM signed on 9<sup>th</sup> April 2019.

\*\*The position was changed from Director of Enterprise Development.

#### (2) Facilities (office space and training venues)

##### <Office Space>

The Ethiopian implementing agencies provided the office space as follows.

- From October 2018 to June 2019, provided by BoID, Addis Ababa City.
- From June 2019 to July 2019, provided by FeSMMIPA.
- From July 2019 to November 2019, provided by BoTID, Addis Ababa City.
- From November 2019 to June 2022, provided by FeSMMIPA.
- From June 2022 to March 2023, provided by EDI.

#### <Training venues>

- Venue for counselor training was provided by each sub-city in target area.
- For the counselor training in 2020, BoJCED rented training venue in the meeting room of the hotel, to avoid infection to COVID-19.
- Venue for ToT to foster consultant master trainers was provided by EDC (current EDI).

#### (3) Available data and information related to the Project

The Ethiopian side has provided relevant information to the Project, such as policy documents, enterprise lists in the target area.

#### (4) Recurrent cost

The Ethiopian side has covered recurrent costs, such as salaries of counterpart and administrative personnel, per diem for training participants.

#### (5) Cost of the Project activities

The Ethiopian side has covered some Project activities costs, fee for some meeting venues.

### 1.3. Activities

The Project planned and implemented activities to achieve the following three (3) outputs as shown in Table 8, which are described in the Project Design Matrix (PDM).

**Table 8. Three outputs defined in the PDM at the termination of the Project**

- |   |
|---|
| <ul style="list-style-type: none"><li>• <b>Output 1:</b> The capacity of MoLS, EDI and EED<sup>1</sup> to develop strategic plan for MSMEs support is strengthened.</li><li>• <b>Output 2:</b> Implementation set-up for BDS provision in collaboration with BDSPs is developed and operated.</li><li>• <b>Output 3:</b> The capacity of staff at sub-city and woreda to support MSMEs is strengthened.</li></ul> |
|---|

#### 1.3.1. Activities related to Output 1

To achieve the output 1, the following activities were implemented.

##### (1) Execution of the preliminary survey

The Project supported the implementing agencies in conducting a preliminary survey to develop an effective and efficient BDS provision strategy for MSMEs' growth, as well as to design and plan both counselors and consultant training programs.

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<sup>1</sup> When the Project started, it was defined as FeSMMIDA and FeUJCFSA.

The survey collected information on 78 MSMEs' current operational situation and BDS usage. The main findings of the survey are as follows.

- **Satisfaction with provided BDS:** Satisfaction with BDS provided by woreda and subcity services was around 50%. In contrast, 74% were satisfied with TVET services.

**Table 9. Satisfaction level with provided BDS**

Level of Satisfaction	Woreda/OSSC Service		Sub-city ID Office Service		TVET Service	
	MSMEs	%	MSMEs	%	MSMEs	%
Satisfied	30	54.6%	25	50.0%	35	74.4%
Average	12	21.8%	15	30.0%	10	21.3%
Not Satisfied	13	23.6%	10	20.0%	2	4.3%

- **Challenges recognized by MSMEs:** Issues related to sales and finance outweigh those related to production technology. This result was reflected in the development of counselor and consultant training programs.

**Table 10. Challenges recognized by MSMEs**

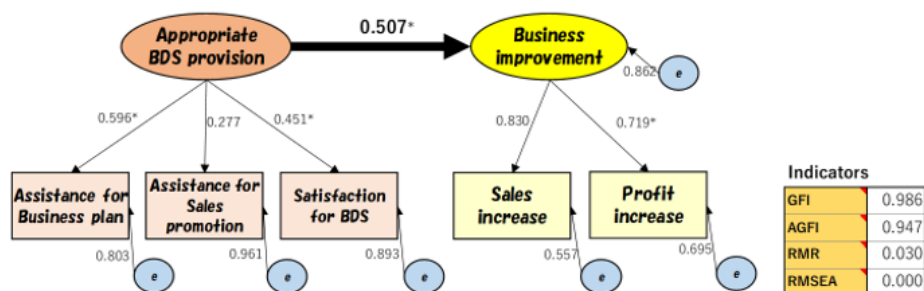
Sales 209	Change in market situation	55
	Difficulties in sales activities	54
	Intensive competence	52
	Decrease in sales	33
	Reduction of unit price for sale	15
Finance 200	Limited access to finance	67
	Lack of working capital	59
	Difficulty in financial management	19
	Difficulty in cost control	16
	Decrease in profits	39
Production 147	Lack of technologies	58
	Low productivity	27
	Difficulty in cost control	16
	Difficulty in production control	16
	Difficulty in quality control	13
	Difficulty in inventory control	10
Working space & facilities 146	Difficulty in product development	7
	Increase of cost of working space	45
	Lack of facilities	59
Procurement 108	Lack of working space	42
	Increase of raw material cost	71
	Difficult to get raw material timely	37
Human resource 76	Increase of salary	51
	Lack of human resources	14
	Difficulty in HR management	11

- **Relationship between BDS provision and enterprise growth:** The standardized path coefficient between the two variables of “appropriate BDS provision” and “improvement in corporate performance” exceeds 0.5<sup>2</sup>. It can be said

<sup>2</sup>The method of calculating the path coefficients applies the method of obtaining the regression coefficient. Standardized path coefficients are expressed between minus one and plus one so that it can be evaluated on the same basis as the correlation coefficient.



that there is a significant degree of positive correlation between these two variables.



**Figure 4. Results on the relationship between BDS provision and enterprise growth**

## (2) Learning SME policy and support activities in Japan

To learn from the experiences on BDS provision and related policy in Japan, the country focused training course in Japan, titled “Business Development Service Enhancement for Micro, Small and Medium Enterprise Growth”, was conducted in March 2019.

The training was designed and implemented with four (4) objectives, shown in the following table, for Ethiopian participants to reinforce BDS provision system.

**Table 11. Outline of the training in Japan**

Objectives	Visited institutions	Contents of the training
Understanding of the Japanese SME development Policy	Organization for Small and Medium Enterprises and Regional Innovation, Japan	SME development policy in Japan
	Women Entrepreneurs Support Network	Women-led business support and good practices
	Japan Financial Corporation (JFC)	Public MSME finance programs in Japan
Understanding Japanese counselors and consulting system	Tokyo Chambers of Commerce and Industry (TCCI)	Role of Business Counselors to support MSMEs
	Small and Medium Consultant Association	SME Management Consultant system
	Institute for Small Business Management and Technology	Capacity development programs for MSME owners and BDSPs
	Tokyo Yorozu Support Center	Function of management one-stop center (Yorozu Support Center) and effect on SME development
Understanding of business incubation facilities	BusiNest at Institute for Small Business Management and Technology, Tokyo Campus	Incubation facilities and support programs of each facility
	Asakusa Incubation center	
	DMIM, Make, Akiba	
	Tokyo Start-up Station	
Understanding relationship between BDS and SMEs	Leather sector SME which has factory in Ethiopia	Viewpoint of SME owners for public support,
	Start-ups which utilized several BDS	
	Women entrepreneurs	

This training course was planned and implemented in a timely manner because, at that time, the Project was developing training course and accreditation systems for counselors and consultants, and planning to establish BDSPs Network. This training course was able to provide suggestion and good practices for Ethiopian counterpart personnel on SME development strategies, including

MSMEs counselor and consultant fostering program. At the same time, this training provided the participants with opportunities to listen to the opinions of clients (SME owners and entrepreneurs) so that they could consider the SME development program not only from the view of the supply side but also from the demand side.

The result of the training program was shared with 71 officers of relevant institutions in April 2019 after returning to Ethiopia by holding a knowledge-sharing conference.



**Lecture at JFC on MSME finance**



**Lecture at TCCI on MSE support**

**(3) Learning SME policy and support activities in Vietnam**

The training course in Vietnam titled “Business Development Service Enhancement for Micro, Small and Medium Enterprise (MSME) Growth” was conducted in October 2019 .

The training course was planned to accelerate the achievement of the Project purpose, providing the opportunity to learn MSME development programs to apply to the Project activities and furthermore, to reflect on the MSME development strategies in Ethiopia, with five (5) principal objectives in the following table.



**Lecture at Technical Assistance Center on technical support to SMEs**



**Visit Saigon Hi-Tech Park on HRD for SMEs**

**Table 12. Outline of the training in Vietnam**

Objectives	Visited institutions	Contents of the training
To understand the laws and policies set in Vietnam on MSMEs development	Agency for Enterprise Development, under Ministry of Planning and Investment	Overview of MSMEs development support by public sector.
To understand BDS delivery mechanism to MSMEs in Vietnam	Technical Assistance Center	Mechanism of BDS delivery to SMEs to SMEs in collaboration with partner institutions.
	Vietnam Chamber of Commerce and Industry	
	Saigon Hi-Tech Park	Support programs for SMEs located in industrial zone.
	Vietnam - Japan Institute for Human Resources Development	Capacity building programs of human resources of SME and BDSPs.
	SMEs in Vietnam	Benefits of BDS for SMEs
To learn about start-up support programs implemented in Vietnam	National Agency for Technology, Entrepreneurship and Commercialization Development	Technical and financial support programs to start-ups.
	Saigon Innovation Hub under Ho Chi Minh City People's Committee, Department of Science and Technology	
	Vietnam Silicon Valley	Acceleration program for entrepreneurs with innovative ideas.
To learn support programs for women-led enterprises	Vietnam Women's Union	Support program for women-led entrepreneurs.
To understand finance access support by financial sector	State Bank of Vietnam	Cooperation with private banks to promote SMEs' financial access.
	VP Bank	Bank strategy to target SMEs.

#### (4) Participation in the Africa Kaizen Annual Conference

The Project participated in the Africa Kaizen Annual Conference, which was held in Tunis in July 2019. The Director General of FeSMMIPA and Deputy Director General of Federal TVET Agency made a presentation on “Industrial Extension Service (IES) and BDS for MSMEs in Ethiopia.” During the presentation, FeSMMIPA emphasized the importance of the BDSPs Network and financial access promotion for MSMEs to create an enabling environment for Ethiopian enterprises. At the same time, they learned about kaizen activities in other African countries.

The Kaizen Annual Conference from 2020 were held remotely or in a hybrid format due to the COVID-19 pandemic, and officials from FeSMMIPA and JOBFA participated from Ethiopia via the online conference system.



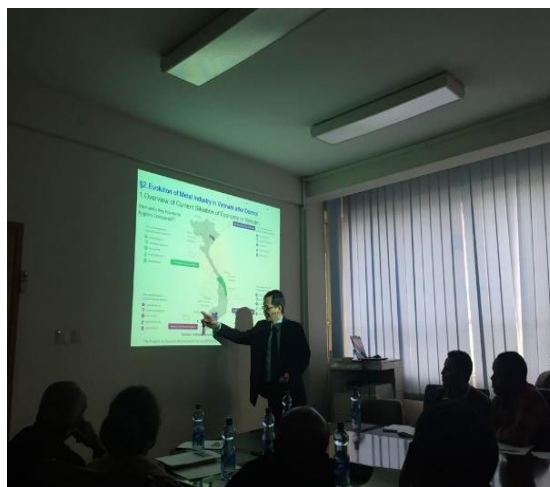
**Presentation by Ethiopian participants**

## (5) Execution of a seminar on “Evolution of metal industry in Vietnam”

In August 2019, the Project conducted a seminar on “Evolution of metal industry in Vietnam” by Assoc. Prof. of Vietnam National University, Ho Chi Minh–University of Technology. Around 20 officers from Metal Industry Development Institute, FeSMMIPA, EKI, and Bole Sub-city assisted in the seminar.

The lecturer explained mainly the following points.

- In Vietnam, the linkage among academia, government, and industry plays an important role.
- Several BDSPs such as Institute for Industry Policy and Strategy, National Research Institute for Mechanical Engineering and Institute of Machinery and Industrial Equipment, support metal industries.
- The Government of Vietnam reinforced the SME support system by issuing the SME support law in 2018.



Seminar on Evolution of Vietnam metal industry

## (6) Implementation of e-learning program on MSME policy

In 2020, based on the request from FeSMMIPA, the Project conducted an e-learning program on MSME policy, including Japanese SME policy for their capacity building.

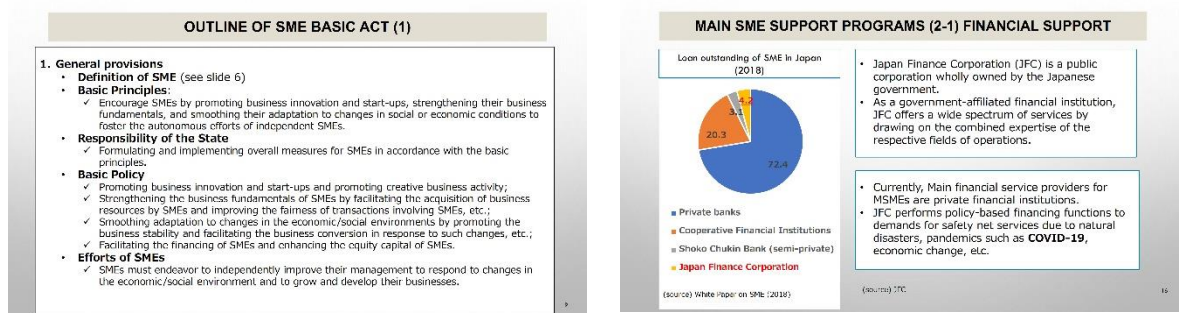


Figure 5. Example of e-learning materials on MSME policy

## (7) Support for drafting MSMEs Development Strategy

In 2022, MoLS started to draft the MSMEs development strategy which is to replace the Micro and Small Enterprise Development Strategy (amended in the year 2011). The Project provided advice for refining the strategy particularly related to BDS provision for MSMEs' growth.

**Table 13. Outline of drafted MSMEs Development Strategy**

Topics	Main planned activities
Environment development that encourages enterprise growth	<ul style="list-style-type: none"> <li>• Clarification of functions and strengthening of capabilities of SME support organizations</li> <li>• Support for acquisition of business licenses for start-ups</li> <li>• Simplification of tax payment system</li> <li>• Establishment and strengthening of one-stop service centers.</li> <li>• Capacity building of related officers</li> <li>• Digitalization promotion</li> </ul>
Improvement of manufacturing and sales space	<ul style="list-style-type: none"> <li>• Strengthening operations and sales location services for MSMEs</li> </ul>
Enhancing the quality of BDS and supporting access	<ul style="list-style-type: none"> <li>• Promoting the involvement of private BDS providers: <ul style="list-style-type: none"> <li>✓ Formulation of measures to utilize private BDS providers</li> <li>✓ Creation of incentives for high-growth MSMEs to provide private BDS</li> <li>✓ Establishment of quality assurance programs for private BDS</li> <li>✓ Creation of organizations for training BDS providers</li> <li>✓ Promotion of BDS information provision to SMEs, etc.</li> </ul> </li> <li>• Provision of BDS according to enterprise size and growth stage <ul style="list-style-type: none"> <li>✓ Start-up support and business plan contest</li> <li>✓ Capacity building of enterprises to promote financial access</li> <li>✓ Provision of training and information on BDS and consultation the web</li> <li>✓ Promotion of utilization of private BDS consultants</li> </ul> </li> </ul>
Improving financial access:	<ul style="list-style-type: none"> <li>• Strengthening the capacity of financial institutions</li> <li>• Providing effective and efficient financial services through technical assistance</li> <li>• Development of the credit guarantee system</li> <li>• Strengthening the financial accounting capacity of MSMEs</li> </ul>
Supporting access to technology and promoting innovation	<ul style="list-style-type: none"> <li>• Supporting R&amp;D by sectoral institutions</li> <li>• Strengthening collaboration among higher education institutions, TVET, and others</li> <li>• Building a technology and innovation database</li> <li>• Establishing technical standards in line with international standards</li> <li>• Strengthening ICT utilization capacity</li> <li>• Promoting technology transfer system</li> </ul>
Market development and marketing support	<ul style="list-style-type: none"> <li>• Strengthening market linkage and value chain</li> <li>• Strengthening infrastructure for MSMEs (electricity, water, ICT, etc.)</li> <li>• Expanding e-commerce, bazaars, Sunday markets, fairs and exhibitions</li> <li>• Strengthen the quality assurance system for market competitiveness.</li> <li>• Support raw material procurement for MSMEs</li> <li>• Strengthen the provision of skill training</li> <li>• Strengthen sales opportunities by promoting outsourcing and subcontracting</li> </ul>
Support for high-growth enterprises	<ul style="list-style-type: none"> <li>• Support for enhancing competitiveness in the international market.</li> <li>• Development of incentive systems for high-growth enterprises</li> <li>• Promotion of e-commerce</li> </ul>
Strengthening enterprise support during the economic crisis	<ul style="list-style-type: none"> <li>• Development of a comprehensive subsidy system for enterprises during economic crises</li> <li>• Consideration of provision of employment adjustment subsidies</li> <li>• Creation of emergency funds by donations from enterprises</li> <li>• Support for the formulation of contingency plans for enterprises</li> </ul>

(Source) Developed by the Project from the draft of MSMEs Development Strategy (Original text in Amharic)

### (8) Support for drafting Minister Directive on BDS guideline

For sustainable standardized BDS provision for MSMEs nationwide, MoLS started to draft Minister Directive on BDS guideline. The Project supported for improving the contents, as well as for holding workshop with MoLS, inviting technical level officials of regional governments, to make presentation of the contents and collect their opinions.

The five (5) technical guidelines which will be mentioned in 1.3.2, are planned to be annexed to the Directive.

### 1.3.2 Activities related to Output 2

To achieve Output 2, the following activities were implemented.

#### (1) Development of BDS provision model

The Project, with related institutions, developed the BDS provision model as shown in the following figure.

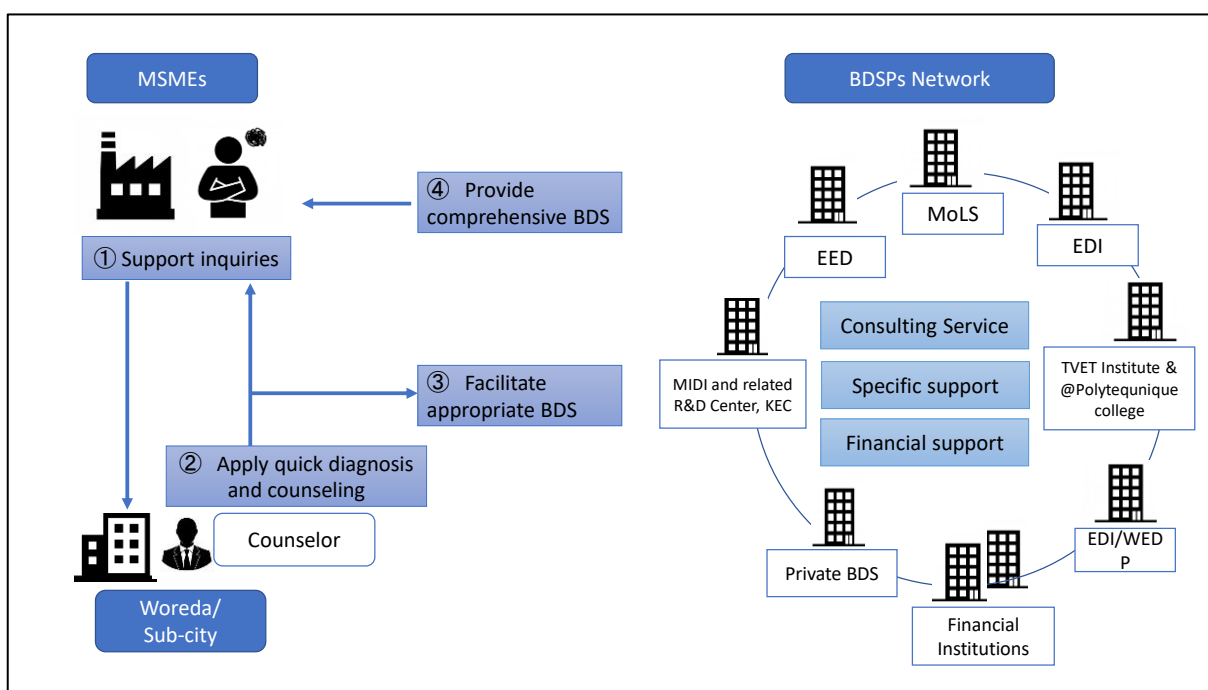


Figure 6. BDS provision model

The model consists of three (3) pillars which are described in the following table.

Table 14. Three Pillars of BDS Provision for MSMEs

<ul style="list-style-type: none"> <li>• <b>Establishment of BDSPs network</b> <ul style="list-style-type: none"> <li>✓ Provision of integrated support by multiple BDSPs to overcome MSMEs challenges.</li> </ul> </li> <li>• <b>Reinforcement of counseling function at woreda/sub-city</b> <ul style="list-style-type: none"> <li>✓ Realize diagnosis of MSMEs operation.</li> <li>✓ Facilitate appropriate BDS for growth, according to each of the MSME's needs.</li> </ul> </li> <li>• <b>Development of consulting services for MSMEs</b> <ul style="list-style-type: none"> <li>✓ Provision of professionalized advice for MSMEs growth.</li> <li>✓ Support MSMEs in implementing actions for growth.</li> </ul> </li> </ul>
--

The standard procedure of BDS provision under this model is also defined.

**Table 15. Procedure of BDS provision**

①	MSMEs request support to woreda or sub-city.
②	Counselor at woreda or sub-city visits enterprise to apply quick diagnosis.
③	Based on the result of quick diagnosis, counselor and MSMEs owner discuss and facilitate appropriate BDS.
④	BDSPs provide BDS to MSMEs.
⑤	Counselor realizes monitoring and follow-up MSMEs that received BDS.

**(2) Clarification of differentiation between counselors and consultants.**

The Project, with implementing agencies, defined roles for counselors and consultants, as following table.

**Table 16. Comparison between counselors and consultants**

	Who	Roles
Counselors	<ul style="list-style-type: none"> <li>Woreda and Sub-city staff who complete the counselor training and be certified.</li> </ul>	<ul style="list-style-type: none"> <li>Accept inquiries from MSMEs.</li> <li>Apply quick diagnosis of business to identify issues for growth.</li> <li>Facilitate appropriate BDS.</li> </ul>
Consultants	<ul style="list-style-type: none"> <li>Staff of BDSPs and private consultants who complete the consultant training and are certified.</li> </ul>	<ul style="list-style-type: none"> <li>Provide professional support for strengthening MSMEs management.</li> </ul> <p>&lt;Examples&gt;</p> <ul style="list-style-type: none"> <li>✓ Business plan elaboration</li> <li>✓ Financial access support</li> <li>✓ Marketing and sales promotion</li> <li>✓ Quality control support for export, and others</li> </ul>

**(3) Development of Counselor training program**

The Project developed training materials for counselors, based on the result of preliminary survey (mentioned in 1.3.1). The contents of the training are shown in the following table.

**Table 17. Contents of Counselor training**

Theme	Contents
0	What is MSME counselor?
1	Industrial operation analysis
2	Financial analysis
3	MSME business situations in Ethiopia
4	How to apply “Quick Diagnostic Tool”?
5	Counseling under the BDS provision system
6	Possible advice by MSME counselors
7	BDS recommended by MSME counselors
8	Case study

The Project developed (i) PowerPoint training material that is annexed to this report, (ii) video materials that were translated into the Amharic language for self-learning, and (iii) a (tentative) training platform where trainees can download training materials and take examinations. The PowerPoint material is presented in separated volume 1.

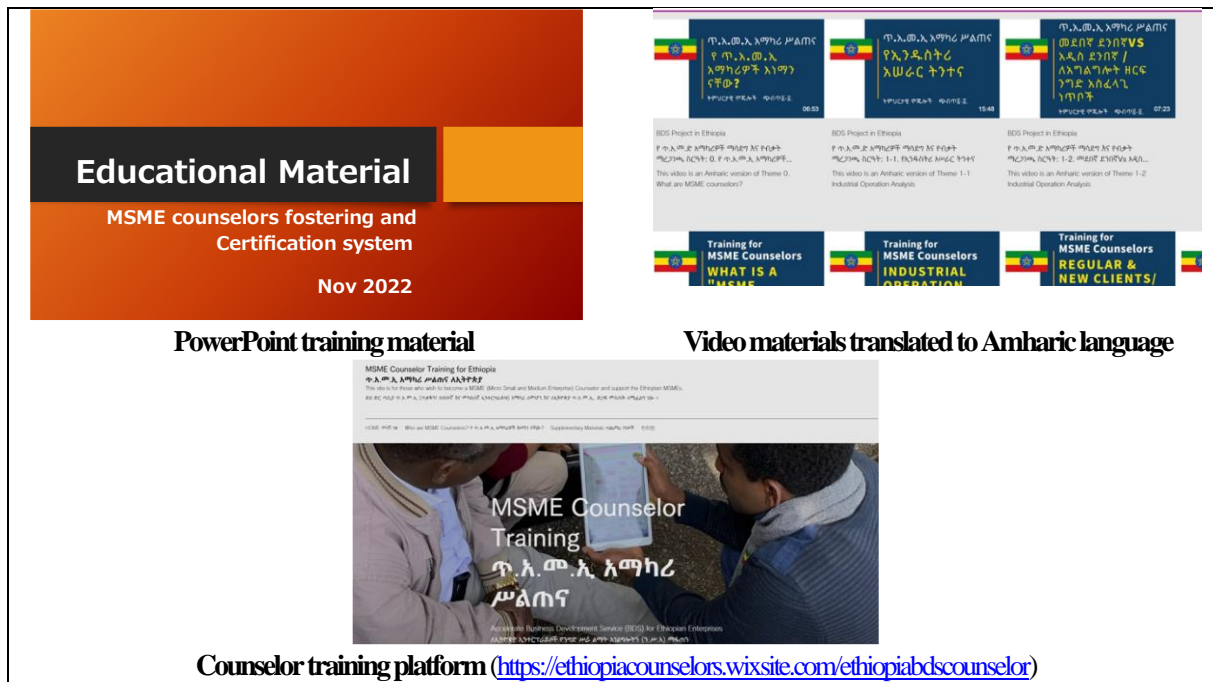


Figure 7. Video materials on MSMEs Counselor training

#### (4) Development of Consultant training program

The Project developed a consultant training program for MSMEs junior and senior consultants, with following definitions.

- **Junior consultants:** those who provide business diagnosis and consulting service for their business growth.
- **Senior consultants:** those who can provide technical advice on investment planning and other advanced topics, besides services that can be provided by junior consultants.

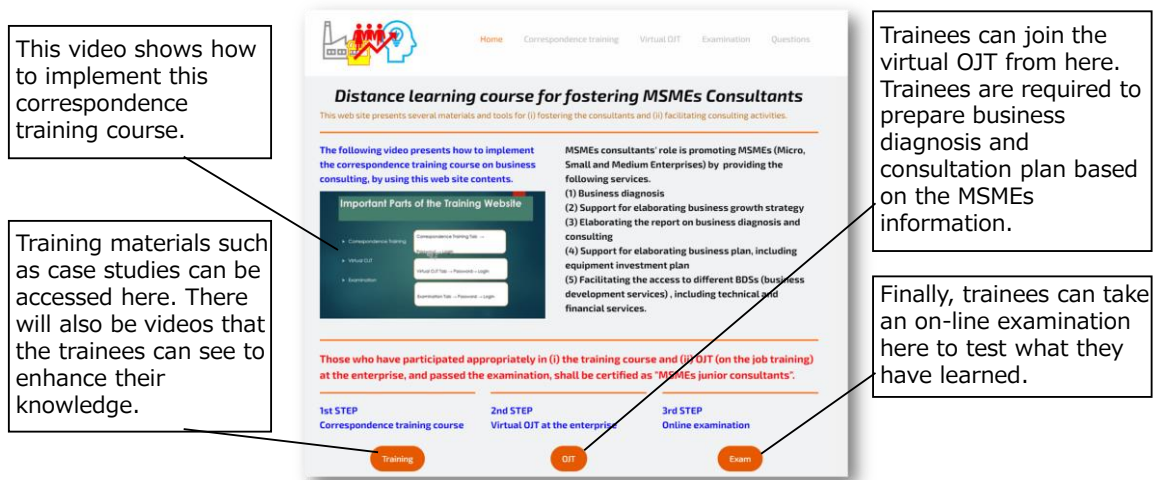
Junior consultant training was mostly automated, so that the training can be conducted even in the COVID-19 and can be extended efficiently, where trainees could learn and become certified through a web learning platform. Through the implementation of the training programs, some improvements in the training contents were made.

Meanwhile, senior consultant training requires master trainers who will evaluate the assignments and examination. Thus, Ethiopian counterparts are expected to increase the number of master trainers, even after termination of the Project.

#### <Junior consultant training program>

The training junior consultants training course consists of the following steps through the web training platform: (i) self-learning with video materials, (ii) learning case study, (iii) virtual OJT for business diagnosis and consulting report preparation training for five (5) virtual enterprises, and (iv) online certification examination, as show in the following figure.





**Figure 8. Function of Consultant training platform<sup>3</sup>**

The training materials for junior consultants, which have been developed in light of the COVID-19 crisis, consist of PDF materials (annexed to this report) and video materials, as outlined in the table below. The PDF material is presented in Separated Volume 3.

**Table 18. Contents of junior consultant training PDF material**

Module and contents
<p><b>Module 1. Orientation on the correspondence training course</b></p> <ul style="list-style-type: none"> <li>• Background</li> <li>• Objective of the correspondence course</li> <li>• Training method</li> <li>• Participants</li> <li>• Training contents</li> <li>• Remarks</li> </ul>
<p><b>Module 2. Case studies</b></p> <ul style="list-style-type: none"> <li>• Case studies on business diagnosis</li> <li>• Case studies on management accounting</li> <li>• Case studies on business operation</li> <li>• Case studies on marketing</li> <li>• Case studies on business continuity plan</li> <li>• Case studies on overall topics</li> </ul>
<p><b>Module 3. Knowledge required for junior consultants</b></p> <ul style="list-style-type: none"> <li>• Role of MSME consultants</li> <li>• Business diagnosis and outlining strategy for growth</li> <li>• Management accounting</li> <li>• Marketing</li> <li>• Basic abilities for MSME consultants</li> </ul>

<sup>3</sup><https://bdsseniior.jimdo.free.com/>

The following table shows the contents of video materials for junior consultant training<sup>4</sup>.

**Table 19. Contents of video material for junior consultant training**

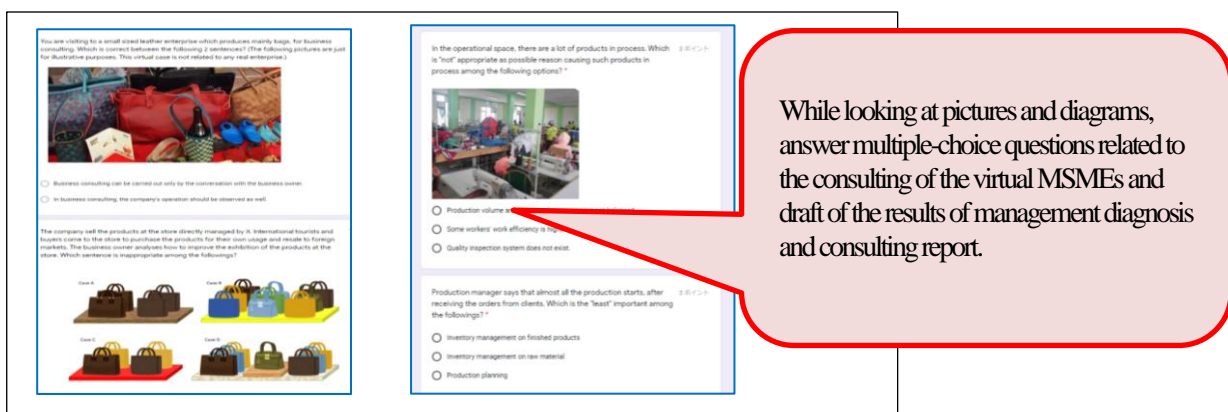
No.	Contents
1-1	Overview of strategic planning
1-2	Analysis of internal business factors
1-3	Important features of seven industries
1-4	Critical Success Factor Identification
1-5	Strategic planning for growth
2-1	How to elaborate Business Continuity Plan
3-1	Overview of management accounting
3-2	Overview of operation management
3-3	Overview of marketing
4-1	Overview of digital marketing
4-2	Essence of social media marketing
4-3	Essence of web marketing

In addition, the following video materials related to consulting tools are uploaded.

**Table 20. Contents of video material of consulting tools**

No.	Contents
1	Investment and costing
2	Production, quality, inventory and purchase management
3	Sales management and statistical testing

Virtual OJT was introduced, during the COVID-19 pandemic, when it became difficult to conduct on-site OJT. Trainees prepare a business diagnosis and consulting report while answering technical questions required in management consulting for five (5) hypothetical MSMEs in the textile, woodwork, food processing, metal processing, and leather industries.



**Figure 9. Image of virtual OJT**

<sup>4</sup><https://www.youtube.com/playlist?list=PL-x0PLkEfulQpPOdjsTZYhyzUfMQvVIG>

The Junior consultant certification examination consists of 20 questions. Participants in the Junior consultant training program must answer within 30 minutes and must score at least 17 points correctly to pass.

### <Senior consultant training program>

Those who passed the junior consultant examination are eligible to attend senior consultant training. The Senior consultant training program is conducted through distance learning courses using a web platform, with on-site OJT consulting.

Trainees learn with the following steps.

- ① Learn through video material related to cash flow management and capital investment planning.
- ② Regarding cash flow management, realize practices for the calculation of safety stock amount and raw material order, development of cash flow plan, and regular customer management.
- ③ Learn capital investment plans (increase in required working capital, risk of reduced management flexibility, etc.) and practice planning.
- ④ Practice business diagnosis and consulting report preparation, incorporating knowledge of investment plans.

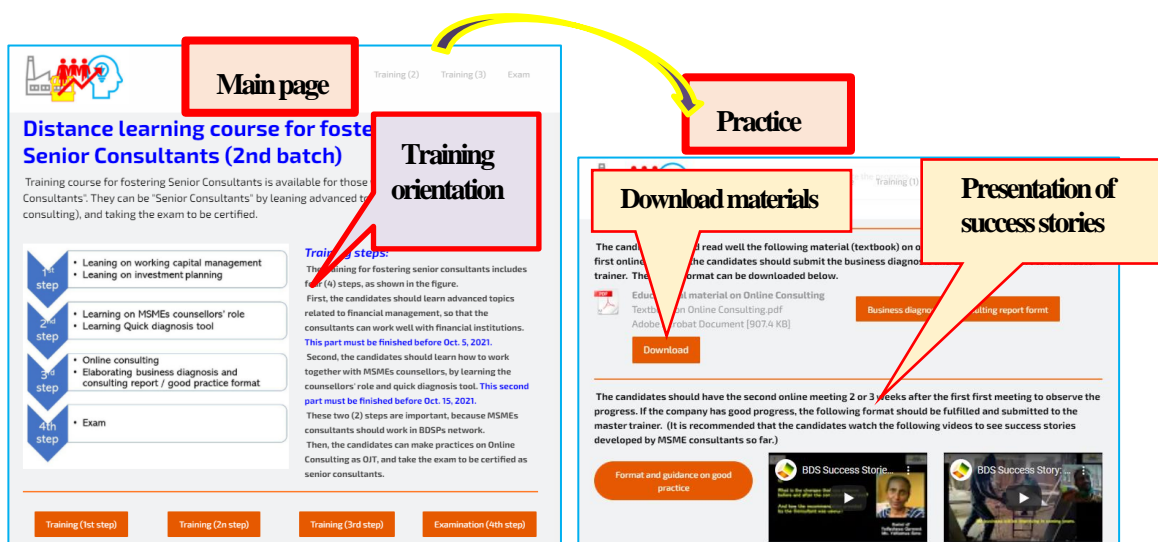


Figure 10. Training platform for senior consultant candidates

From the 2<sup>nd</sup> batch onwards, contents regarding collaboration with counselors and practical training were added to promote the activities of consultants in the BDSPs network.

Regarding the final examination of senior consultants, 20 questions were also selected at random from a stock of 70 questions.

#### (5) Implementation of Consultant training program.

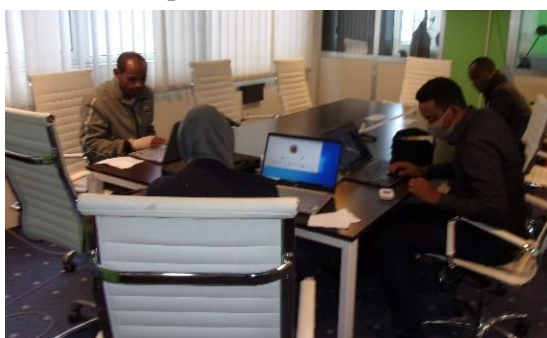
The Project conducted a consultant training course in three batches. The training has been transferred to Ethiopian institutions. In April 2022, the EDI was appointed to coordinate the consultant training program,

- 1<sup>st</sup> batch: started in June 2020
- 2<sup>nd</sup> batch: started in March 2021
- 3<sup>rd</sup> batch: started in April 2022

Regarding the selection of eligible participants for the junior consultant training program, FeSMMIPA in the 1<sup>st</sup> and 2<sup>nd</sup> batches and EDI in the 3<sup>rd</sup> batch encouraged to apply through official letters to BDSPs and public recruitment on social media networks.

Trainees in junior consultant started self-learning with a case study and virtual OJT under the monitoring of the Project and EDI, and those who completed the training course took the final examination under the supervision of EDI.

For senior consultant, after ceasing COVID-19, execution of on-site OJT consulting is required. In this OJT, the candidate is presented in advance with the result of a quick diagnostic the enterprise and pictures of the site and is asked to set a hypothesis about the enterprise's priority issue. In addition, they are required to have an interview with the owner and prepare a profound diagnosis and consultation report within two (2) weeks.



**Examination to certify as Junior consultant**



**On-site OJT consulting for senior consultant training**

Up to March 2023, 55 consultants completed the training course and were certified. The list is attached to this report.

**Table 21. Number of certified consultants**

Institution	Junior	Senior	Total
EDI/ BDS advisor	15	13	28
EDI/ WEDP	0	1	1
EED	2	4	6
MoLS	1	0	1
Addis Ababa City	1	0	1
Misrak Polytechnique College	2	5	7
Nefas Silk Polytechnique College	1	0	1
CBE	0	4	4
Food and Beverage Industry Research and Development Center	0	1	1
Manufacturing Technology and Engineering Industry Research & Development Center	2	0	2
Private Consultant	1	2	3
Total	25	30	55

#### (6) **Fostering consultant master trainers**

To ensure the sustainability of consultant training, the Project also fostered master trainers who mainly provide guidance in senior consultant training. The Project provided practical training on how to conduct business diagnosis and consultation report preparation for senior consultants who have sufficient experience in MSME support.

The training course was composed of classroom and on-site OJT training. The contents of the classroom training are shown in the following table (the material is annexed to this report). The material is presented in separated volume 2.

**Table 22. Contents of classroom training to foster master trainers**

No.	Contents
1	Overview of Consultant system Guidelines
2	Contents and methods of consultant training
3	Implementation method of on-site OJT for consultant candidates
4	Introduction of supervision methods for certification examinations
5	How to use consulting tools
6	Roles of master trainers

OJT was implemented to enable master trainers to organize OJT into consultant training. The objectives of OJT are (i) to identify the priority management issues of the enterprise and (ii) to understand how to develop a business diagnosis/consultation report based on the priority issues.

Till now, 15 master trainers have been fostered. The list is attached to this report.

**Table 23. Number of master trainers for consultant training**

Institution	No. of master trainers
EDI	9
CBE	4
Misrak Polytechnique College	1
Private Consultant	1
Total	15

#### (7) **Formulating BDSPs Network and holding BDSPs Network Meeting**

The Project, with FeSMMIPA and FeUJCFSA, developed the BDSPs Network, comprised of various BDSPs as shown in the following table. The main objective of the network is to strengthen communication among BDSPs for comprehensive BDS provision to MSMEs based on each enterprise's needs to solve or mitigate problems for their growth. Currently, the network is operated by MoLS and EDI.

**Table 24. BDSPs Network’s main participants**

<ul style="list-style-type: none"> <li>• MoLS</li> <li>• EDI, including WEDP</li> <li>• EED</li> <li>• Addis Ababa City Administration</li> <li>• TVET Institute and Polytechnique Colleges in target area <ul style="list-style-type: none"> <li>➢ Akaki Polytechnique College</li> <li>➢ Misrak Polytechnique College</li> <li>➢ Nefas Silk Polytechnique College</li> </ul> </li> <li>• Centers under MIDI <ul style="list-style-type: none"> <li>➢ KEC</li> <li>➢ Manufacturing Technology and Engineering Industry Research &amp; Development Center</li> <li>➢ Leather and Leather Products Industry Research and Development Center</li> <li>➢ Textile and Garment Industry Research and Development Center</li> <li>➢ Chemical and Construction Inputs Industry Research and Development Center</li> <li>➢ Food and Beverage Industry Research and Development Center</li> </ul> </li> <li>• Development Bank of Ethiopia (DBE)</li> <li>• Commercial Bank of Ethiopia (CBE)</li> <li>• Association of Ethiopian Microfinance Institutions (AEMFI)</li> <li>• Addis Capital</li> <li>• Addis Ababa Credit and Savings Institute (AdCSI)</li> <li>• SME Finance Project</li> </ul>
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Network meetings are planned and held to (i) enhance mutual understanding among BDSPs on the BDS provision model, (ii) share good practices and lessons learned, and (iii) reflect the opinions of MSMEs to improve BDS provision. Up to now, the meetings have been held six times. Due to COVID-19, 4<sup>th</sup> meeting was held via the Zoom meeting system, and 5<sup>th</sup> meeting was held at a meeting room in a hotel, connected via the Zoom meeting system for those who wish to avoid physical contact with other participants.

**Table 25. Record of BDSPs Network meeting**

Date	Main points discussed
August 3, 2019	<ul style="list-style-type: none"> <li>• BDSPs network introduction</li> <li>• Presentation of MSMEs counselors and consultants</li> </ul>
January 31, 2020 (Technical level)	<ul style="list-style-type: none"> <li>• Progress of BDS provision</li> <li>• Good practice of BDS provision</li> </ul>
February 24, 2020 (top-level)	<ul style="list-style-type: none"> <li>• Presentation of comprehensive BDS provision system</li> <li>• Presentation of successful BDS delivery case</li> </ul>
December 24, 2020 (Technical level)	<ul style="list-style-type: none"> <li>• Progress of counselor and consultants training</li> <li>• Experiences BDS provision under COVID-19</li> </ul>
May 5, 2021 (Technical level)	<ul style="list-style-type: none"> <li>• Progress of BDS provision and good practices under COVID-19</li> </ul>
October 27, 2022 (top-level)	<ul style="list-style-type: none"> <li>• Result of MSMEs growth by BDS provision.</li> <li>• Challenges for sustainable BDS provision</li> </ul>



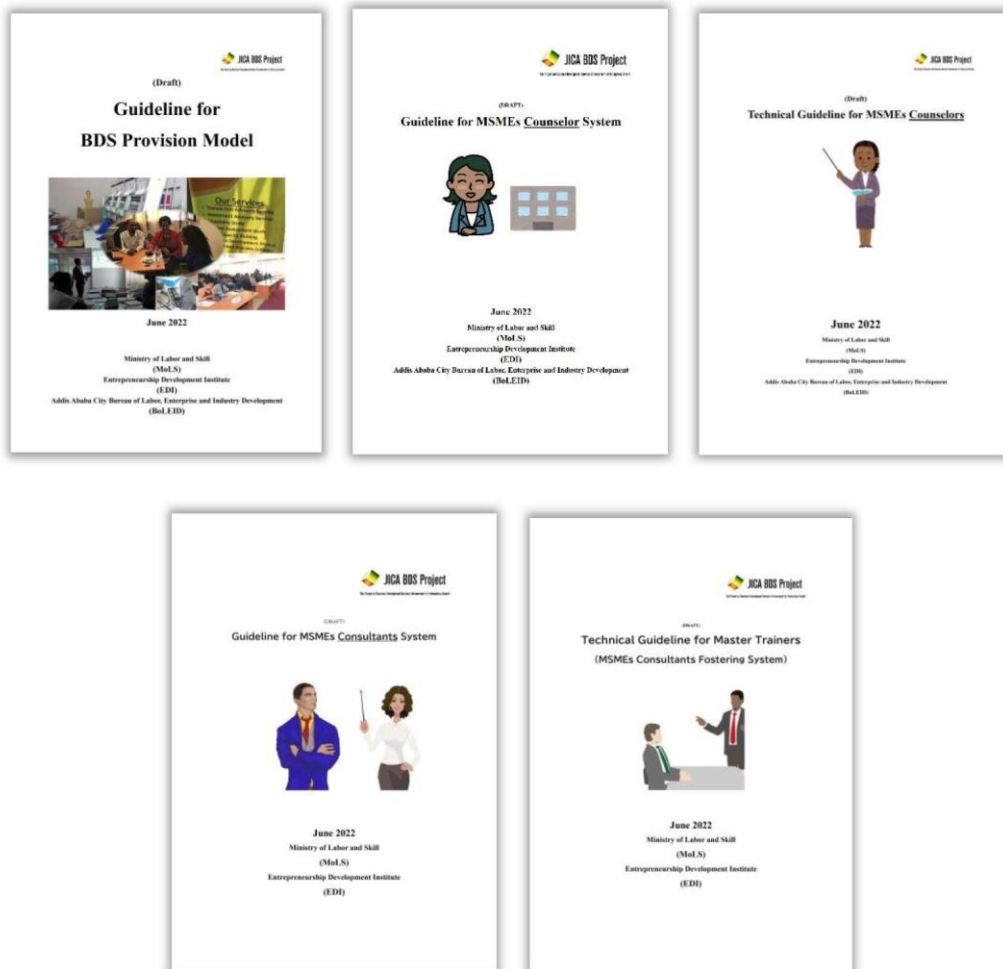
**5<sup>th</sup> BDSPs Network Meeting**



**Presentation by MSME owner**

**(8) Development of BDS technical guidelines**

The Project and Ethiopian implementing agencies developed five (5) BDS technical guidelines so that Ethiopian institutions could continue to provide BDS to MSMEs, with geographical expansion, and foster counselors and consultants. The objectives of each guideline are shown in the following table. These technical guidelines are officialized by the MoLS and utilized as annexed documents of the Minister’s Directive on BDS guideline. These technical guidelines were translated into Amharic language by EDI, with support from the Project local staff who is familiar with the contents of the guidelines based on the Project activities.



**Figure 11. BDS technical guidelines**

**Table 26. Outline and objectives of each guideline**

<b>Guideline</b>	<b>Objective</b>
Guideline for BDS Provision Model	It describes the objective, framework and function of BDS provision model so that Ethiopian related institutions continue to provide comprehensive BDS, including financial services, in an integral manner, according to the demands of MSMEs.
Guideline for MSMEs Counselor System	It describes (i) definition of MSMEs counselors, (ii) the role of MSMEs counselors in the BDS provision model, (iii) standard procedure of counseling, (iv) MSMEs counselor fostering model, and (v) the role of stakeholders.
Technical Guideline for MSMEs Counselors	It presents how MSMEs counselors can work technically to enhance enterprises growth.
Guideline for MSMEs Consultants System	It shows (i) how to foster, certify and register MSMEs consultants, and (ii) how they should work for MSMEs' business improvement so that different actors can understand the functions of MSMEs consultant system.
Technical Guideline for Master Trainers (MSMEs Consultants Fostering System)	This Guideline shows how master trainers teach contents of the material during the consultant training, as well as how consultants apply to MSMEs.

**(9) Development of BDS promotion strategy and materials**

The Project developed a promotion strategy for effective BDS provision. In addition, the Project, with the implementing agencies, developed some promotional materials.

**<Promotion strategy>**

The Project developed a promotion strategy for effective BDS provision, targeting three (3) main targets to correspond needs of each target and to achieve objectives. The strategy document is presented in separated volume 4.

**Table 27. Objective of promotion strategy**

<b>Target</b>	<b>Needs</b>	<b>Objective</b>
MSMEs	<ul style="list-style-type: none"> <li>• Be aware that there are customized BDS available.</li> <li>• Understand the values and benefits of BDS.</li> <li>• Become motivated to receive BDS.</li> </ul>	Leads to more demand.
Counselors	<ul style="list-style-type: none"> <li>• Understand the values and benefits of Consultants' BDS.</li> <li>• Become motivated to connect MSMEs with BDS.</li> </ul>	Leads to active utilization of BDS.
Consultants' candidates	<ul style="list-style-type: none"> <li>• Be aware that there is a training program available.</li> <li>• Understand the values and benefits of the program.</li> <li>• Become motivated to participate in the program.</li> </ul>	Leads to high-quality supply.

**<Promotion materials>**

The Project, with EDI, developed a poster and leaflet and distributed them to the target sub-cities, woreda and BDSPs.



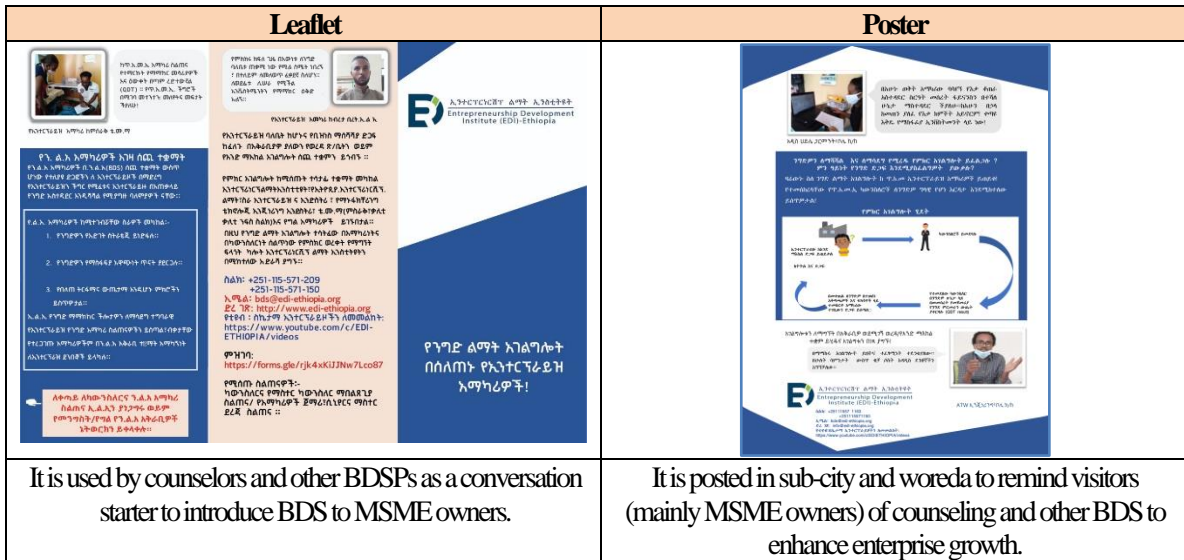


Figure 12. BDS promotion materials (leaflet and poster)

<Success story presentation>

The Project developed success story templates to show good practices of BDS provision and instructions so that consultants could report the actions taken to solve the problems and the results. The templates and examples are presented in separated volume 4.

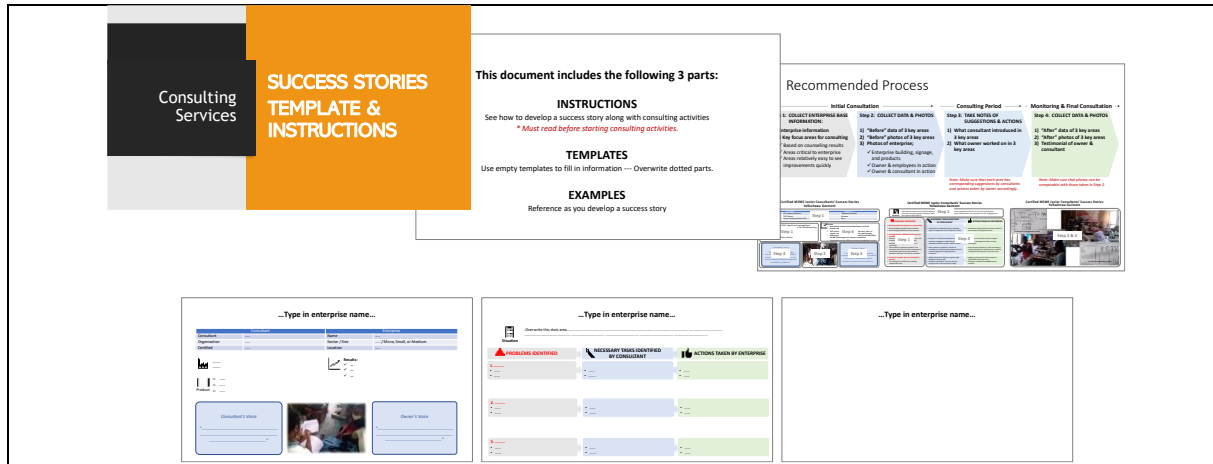
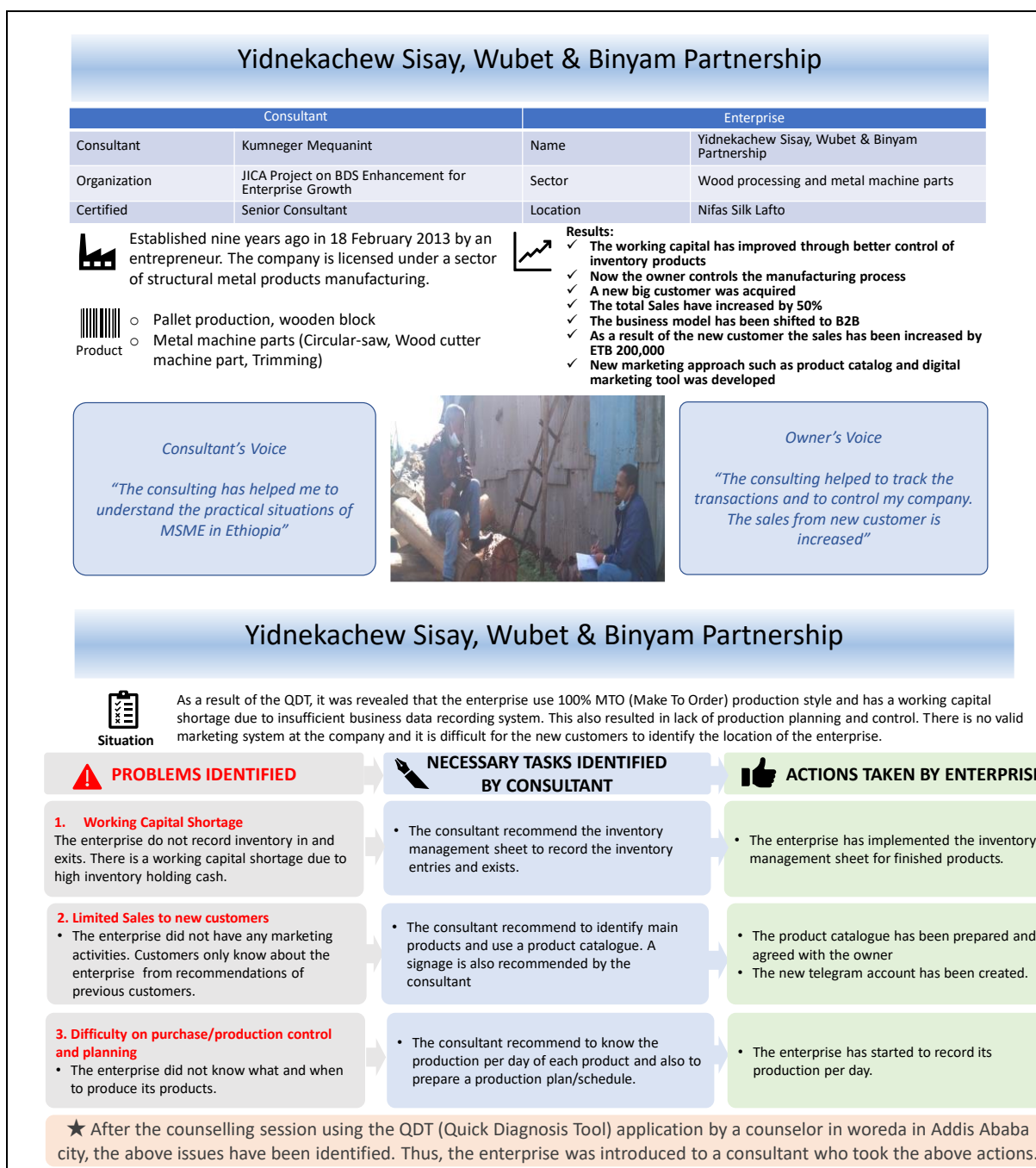


Figure 13. Template and instruction of success stories

The success stories of MSMEs that have utilized BDS and have succeeded in strengthening their business are showcased to attract new consultant candidates, to share knowledge among BDSPs, and to promote BDS services to more MSMEs. The success stories of MSMEs have been compiled and shared with stakeholders.



**Figure 14. Success story of Yidnekachew Sisay, Wubet & Binyam Partnership**

The Project has also elaborated some short videos of success stories, interviewing MSME owners, counselors and consultants who supported them. EDI uploaded some videos on their YouTube account<sup>5</sup>.

<sup>5</sup><https://www.youtube.com/@EDIETHIOPIA>

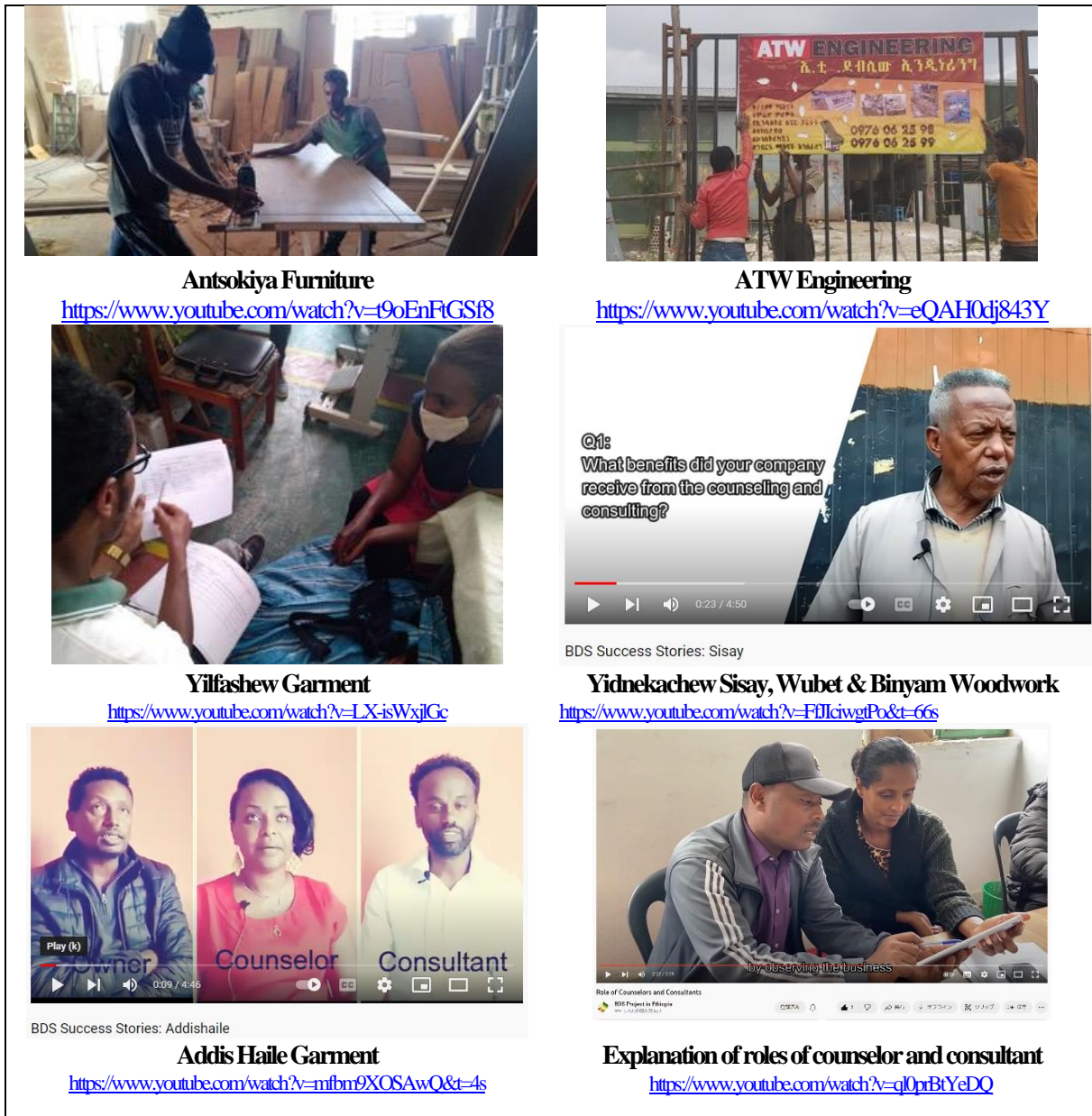


Figure 15. Developed Short video.

<Short video on roles of counselors and consultants>

The Project, with Addis Ababa City Administration, developed a short video on collaboration between counselors and consultants to promote understanding of each role and the effects of collaboration among BDSPs stakeholders and MSME owners.



Figure 16. Image of video on counselor and consultant collaboration

### 1.3.3. Activities related to Output 3

#### (1) Implementation of counselor training

The Addis Ababa City Administration defined counselor training goals, purposes, as well as requirement for certification so that EDI can certify according to the following table.

**Table 28. Counselor training objective and requirement for certification**

Goals	Enabling counselors to provide support so that enterprises will be effective and productive, striving for its growth.
Purpose	To provide counselor training to staff in Addis Ababa city and enable them to provide necessary support and monitoring to enterprises by identifying their problems with the help of the Quick Diagnostics Tool.
Requirement for certification	<ul style="list-style-type: none"> <li>• Attend at least 80% of the classroom training.</li> <li>• Pass the written exam, obtaining 6 or more points out of 10.</li> <li>• Pass the OJT evaluation.</li> <li>• Continue counseling to MSMEs, providing necessary support and monitoring progress.</li> </ul>

The Addis Ababa City Administration conducted counselor training, as follows. The schedule was delayed due to COVID-19 and general election.

- 1<sup>st</sup> batch: from July through August 2019
- 2<sup>nd</sup> batch: from October through November 2020
- 3<sup>rd</sup> batch: from October through December 2022

#### <First batch of counselor training in target area>

From July through August 2019, the first batch of counselor training was held in three (3) target sub-cities. Each sub-city provided training venue and Addis Ababa City provided an allowance for participants.



**1<sup>st</sup> batch of counselor classroom training and OJT**

**<Second batch of counselor training in all sub-cities in Addis Ababa>**

Addis Ababa City conducted 2<sup>nd</sup> batch of counselor training to carry to all sub-cities in Addis Ababa.

The 2<sup>nd</sup> batch of training was implemented when there was still a risk of COVID-19 infection, so the Addis Ababa City Administration rented out a conference room in a hotel with good sanitary conditions, using their own budget, and formed small groups for training. In addition, in accordance with the strong intention of the Deputy Bureau Head of Job Creation and Enterprise Development, the training target was not only the three sub-cities but also the staff of all sub-cities of Addis Ababa (approximately four people participated in the training per sub-city). After classroom training, OJT was also implemented at the enterprises' site, taking infection control measures. In addition to the sub-city staff, the WEDP city coordinators also received training.



**2<sup>nd</sup> batch of counselor training**

**<Third batch of counselor training in target sub-city>**

The 3<sup>rd</sup> batch of the training commenced in October 2022 and terminated in December 2022. This batch was implemented by initiative of each sub-city, in addition to the City Administration. In this batch, training was applied not only staff of 6 woreda but also several woreda in target sub-city. The sub-city provided training venue and allowance for participants. Addis Ababa City dispatched master trainers who conducted training.



**3<sup>rd</sup> batch of counselor classroom training and OJT**

In total, 160 participants were certified as MSMEs counselors. Among them, 87 certified participants belong to the target area (3 sub-cities and 6 woreda), as shown the following table. The certified counselors list is annexed to this report.

**Table 29. Number of certified counselors**

Area	Akaki Kality		Bole		Nefas Silk		Others	
	Target area	Non-target area	Target area	Non-target area	Target area	Non-target area	Other sub-cities	Other institutions
No. of certified counselors	27	5	36	11	24	22	28	7

**<Fostering counselors in other regions>**

MoLS, EDI, and WEDP started to foster counselors in other regions, utilizing the experiences accumulated through the Project. Addis Ababa City Administration supported sharing their knowledge and lessons learned with the intuitions mentioned above. By March 2023, 58 counselors had completed the training and certified. Among them, eight (8) officials belong to WEDP, working in Addis Ababa City and have not participated in the training programs mentioned above.

**Table 30. Number of fostered counselors by MoLS/EDI/WEDP**

Region	Amhara	Oromia	S.N.N.P	Sidama	Dire Dawa	Addis Ababa
City	<ul style="list-style-type: none"> <li>• Bahir Dar</li> <li>• Debre Markos</li> <li>• Dessie</li> <li>• Gondar</li> </ul>	<ul style="list-style-type: none"> <li>• Adama</li> <li>• Asela</li> <li>• Jimma</li> <li>• Nekemte</li> <li>• Shashemene</li> </ul>	<ul style="list-style-type: none"> <li>• Arbaminch</li> <li>• Dilla</li> <li>• Wolaita Sodo</li> </ul>	<ul style="list-style-type: none"> <li>• Hawassa</li> </ul>		
No. of certified counselors	15	17	10	4	4	8

**Counselor training conducted by MoLS/EDI/WEDP****Certification provision ceremony****(2) Fostering counselor master trainers**

The Project and implementing agencies fostered master trainers who are expected to conduct classroom counselor training as well as OJT. To date, 52 master trainers have been fostered. The list of master trainers is annexed to this report.

**Table 31. Number of master trainers for counselors in each institution**

Institution	Number of master trainers
MoLS	15
EED	7
Addis Ababa City	30

### (3) Development of Quick Diagnostic Tool

The Project developed the Quick Diagnostic Tool (QDT) to support counselors' activities. The QDT is an Android based application that can be managed on a mobile tablet. Later, the QDT was updated so that counselors could apply it on a smartphone.

The QDT has the following 4 contents.

- ✓ Overall diagnostics results
- ✓ Analysis results based on the enterprise owner's perception.
- ✓ Analysis results based on the enterprise's operation system.
- ✓ Other suggestions / problems to be solved.

The QDT can present the diagnosis results, even if the enterprise does not provide financial information. The QDT can present not only the problems but also possible reasons why such problems occur. For example, supposing that the enterprise has a liquidity problem, the tool can present its possible reasons such as inventory problems, lack of financial planning, etc.

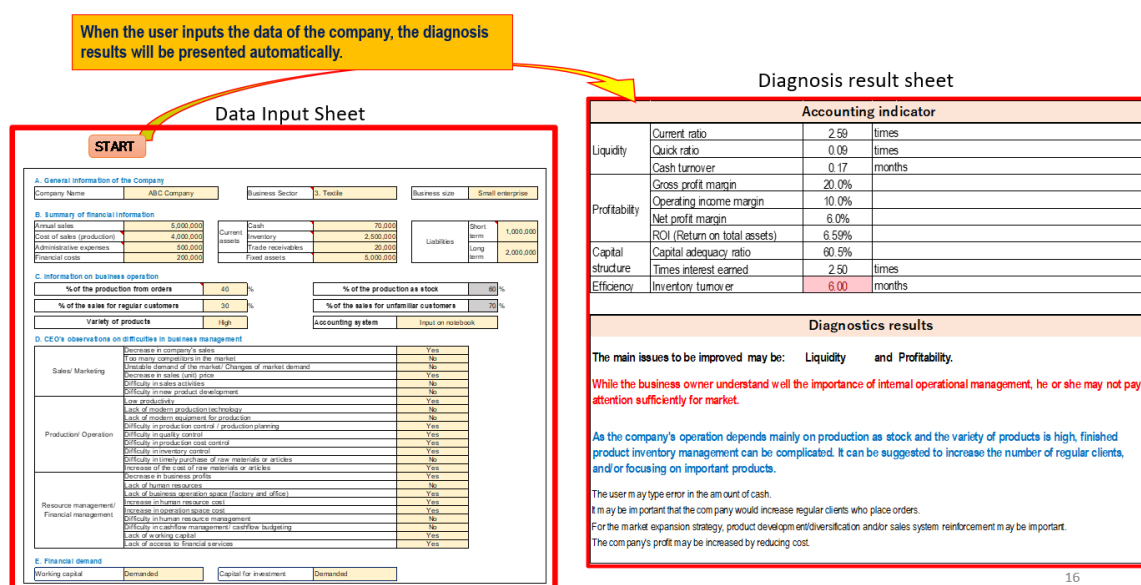


Figure 17. Some contents of Quick Diagnostic Tool

The user's guide, of QDT, which is annexed to this report, was developed, which is presented in separated volume 5.

### (4) Development of BDSPs Directory

The BDSPs Directory was developed and issued through collaboration of BDSPs, including financial institutions. It is used by counselors at sub-city and woreda, so that they can provide information about each BDSP to MSMEs, to tackle challenges detected by QDT.

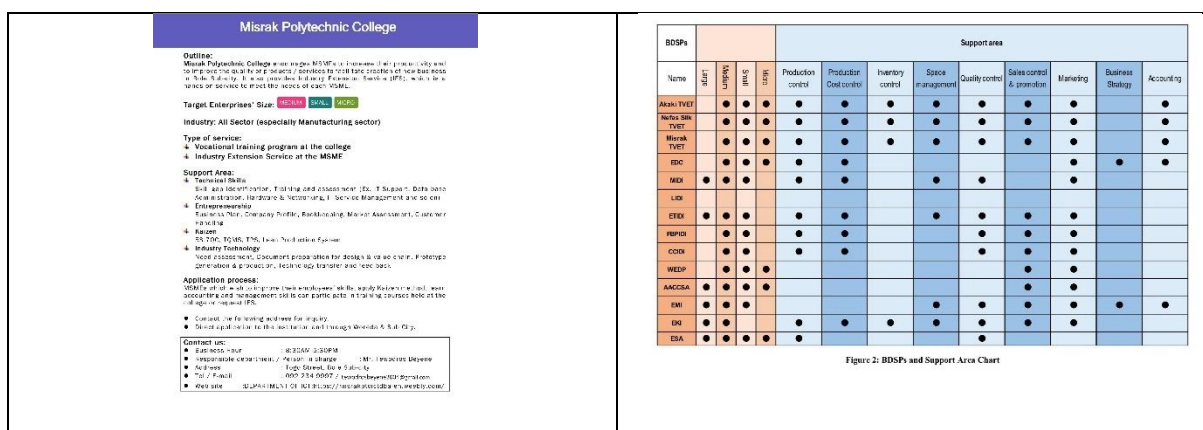


Image of BDSPs Directory

### 1.34. Holding Joint Coordinating Committee (JCC) meetings

The JCC is the highest-level decision-making committee in the Project, consisting of the Project implementing agency, JICA headquarters and country office. In the JCC meeting, its members and other key stakeholders discuss and decide on Project-related matters. During the Project period, JCC meetings were held six times. Participants list and meeting record are annexed to this report.

#### (1) 1<sup>st</sup> JCC meeting

The first JCC meeting was held on January 30, 2019, at FeSMMIDA (currently EED) conference hall. At this meeting, the following points were presented and discussed.

- Description of the background and outline of the project
- Overview and progress of major activities
- Revision of PDM ver.0 to ver.1

At the beginning, Director General, FeSMMIDA mentioned about the importance of sustainable provision of BDS for the development of MSMEs in Ethiopia and dissemination of the outcomes of the Project. In addition, agreement was reached on the target areas (3 sub-cities and 6 woreda). The revision of the PDM was confirmed in the M/M dated April 9, 2019.

#### (2) 2<sup>nd</sup> JCC meeting

The 2nd JCC meeting was originally scheduled to be held in March 2020, but due to the rapid spread of COVID-19 infection, and due to the declaration of a State of Emergency, the meeting was temporarily postponed. On August 5, 2020, the second JCC meeting was held online (a total of 42 people attended).

At this meeting, JICA Experts communicated to the Ethiopian side to continue the Project activities remotely. The Project manager and Japanese experts made presentations on the progress of activities and future plans under COVID-19.

Attendees commented on the usefulness of e-learning training for MSME consultant candidates and offered opinions on the implementation of Project activities and securing sustainability under the COVID-19 crisis. An action plan in response to these comments was developed and shared with the participating institutions along with the meeting report.



### **(3) 3<sup>rd</sup> JCC meeting**

On May 31, 2021, the 3<sup>rd</sup> JCC meeting was held online, with a total of 27 people attending. At this meeting, the Project manager of FeSMMIPA stated that despite the difficulties and delays in the implementation of some activities due to the ongoing COVID-19 pandemic, some activities are progressing by the proactive efforts of the Ethiopian side.

In addition, Project Director, Mr. Asfaw, Director General, FeSMMIPA, stated that Ethiopian side would make use of the results of the Project activity to promote sustainable efforts, and that it is necessary to continue accumulating knowledge in each institution. Also, a request for an extension of one year of the Project was issued.

After the JCC meeting, in response to requests from the Ethiopian side, the Project period extension of one year (up to September 2022) was approved and confirmed in the M/M signed on 14 June 2021.

### **(4) 4<sup>th</sup> JCC meeting**

On September 16, 2021, the 4<sup>th</sup> JCC meeting was held online. The participants discussed about priority activities to achieve the Project purpose, under on-going negative effect of COVID-19.

- Continue efforts to provide effective and efficient BDS and foster counselors and consultants. In addition, the implementing agencies strengthen the commitment for effective BDS provision under COVID-19.
- Ensure that BDSPs Network meetings are held regularly under the leadership of FeSMMIPA and JOBFSAs to enhance communication among stakeholders.
- Enhance PR activities so that MSMEs can properly recognize and utilize BDS.
- Continue to strengthen the capacity of stakeholders so that BDS provision can be implemented sustainably under the initiative of FeSMMIPA/JOBFSAs and expanded to other regions.

The Director General of FeSMMIPA and JOBFSAs expressed their gratitude for the extension of the Project implementation period and stated that efforts will be made to expand the BDS provision and strengthen sustainability.

At the same time, among the indicators listed in the PDM, the numerical targets that had not been defined yet (the number of MSMEs providing BDS and the number of certified counselors in the target area) were defined.

### **(5) 5<sup>th</sup> JCC meeting**

After resuming activities in Ethiopia by Japanese experts, the 5<sup>th</sup> JCC meeting was held on July 2, 2022, at the Getfam Hotel in Addis Ababa, arranged by MoLS. Prior to this meeting, there was a major reorganization of ministries and government institutions, including the Project implementing agency.

At this meeting, after reporting on the progress of Project activities, the discussion was realized to review the implementation system of the Project and capacity of counterpart personnel under the new Federal Government structure.

Regarding the Project implementation system, MoLS, EDI, EED and BoLEID of Addis Ababa City Administration were defined as implementing agencies of the Project.

The Ethiopian side expressed a request to expand the scope of the Project to cover the entire country and extend the period for a longer period of time. After the discussion, it was concluded that the Project period shall be extended six (6) months to achieve the Project purpose in the target sub-cities and woredas in Addis Ababa city.

Based on the results of this meeting, an M/M was concluded on September 29, 2022, with confirmation of the amendment of Ethiopian implementing agencies and six (6) months extension of the Project.

## **(6) 6<sup>th</sup> JCC meeting**

On March 27, 2023, the final JCC meeting of the Project was held at the Jupitar International Hotel (at Bole) conference room. The Project team reported on the activities and outcomes, and small enterprise owner made presentations about the results of counseling and consulting. In addition, the Project made recommendations for activities after the completion of the Project. In the implementation of the Project, the implementing agencies demonstrated its ownership and promoted Project activities such as counselor and consultant trainings. It was noted that the advice from the Project was reflected in the MSME Development Strategy and the Minister Directive on the BDS provision.

In the following part, participants discussed sustainable BDS provision and deployment in regions. Mr. Asfaw, Advisor to the Minister of Industry (former Director General of FeSMMIPA), stated that the provision of BDS should continue to be implemented in an integrated manner, after clarifying the roles of related institutions.

Finally, State Minister of MoLS, Mr. Niggusu, expressed the willingness of MoLS, together with EDI, to expand the provision of counseling and consulting services in cooperation with relevant agencies, based on the recommendations from the project.

## **2. Achievements of the Project**

Through the four and half (4.5) years of operation, it is considered that the three (3) outputs and the Project purpose were mostly achieved. Regarding the indicator for Output 1 (formulation and approval of a strategic plan for micro, small and medium enterprises), the strategic planning document has been prepared and is awaiting approval by the Federal Government. Regarding one of the indicators for Output 2 (providing counselor training to 80% of BDS-related staff in the target area), it can be said that the target was achieved in terms of the total number of trainees, but due to transfer and resignation of participants of counselor training, by the end of the Project, the percentage had fallen to 63%. However, Addis Ababa City Administration plans to continue training, and it is expected that this figure will recover.

During the operation of the Project, the emphasis put on promotion of ownership, including cost sharing for execution of activities, of implementing agencies, fostering common understanding among multiple agencies, provision of cost-efficient training and BDS provision mechanism, development of training program to foster counselors and consultants, based on a prior understanding of needs of MSMEs and level of counselor and consultant candidates. It is considered that these factors contributed to the achievement of the Project purpose.

## 2.1. Outputs and indicators

As shown in Table 7 in the previous section, the Project has three (3) outputs which are defined in the PDM.

- **Output 1:** The capacity of MoLS, EDI and EED to develop a strategic plan for MSMEs support is strengthened (MoLS, EDI, and EED).
- **Output 2:** Implementation set-up for BDS provision in collaboration with BDSPs is developed and operated (MoLS, EDI, EED, and A.A.-BoLEID in collaboration with sub-city and woreda).
- **Output 3:** The capacity of staff at sub-city and woreda to support MSMEs is strengthened (sub-cities and woredas).

### 2.1.1. Achievement of Output 1

The measure of the achievement of Output 1, one (1) indicator is defined in the PDM.

- **Indicator 1:** Strategic Plan for MSMEs support is developed by MoLS, EDI and EED and approved by the authorized parties.

The MSMEs Development Strategy was drafted and is currently in the process of authorization. In addition, MoLS is preparing the Minister Directive on BDS guideline.

During the Project implementation period, the Federal Ethiopian Government structure, such as ministries and governmental institutions, was amended. MoLS, which was inaugurated with the integration of JOBFSA and other institutions, started to draft the new MSMEs Development Strategy in January 2022. The Project provided some advice and suggestions to the drafted document concerning BDS provision and case studies of Japan and Southeast Asian countries, which are presented in the document. The strategy document is still at the stage of finalization within the Federal Government.

In addition, to standardize the BDS provision nationwide, the Minister Directive on BDS Guidelines is being prepared, and the five (5) BDS technical guidelines formulated by this Project will be annexed to the Directive.

### 2.1.2. Achievement of Output 2

The measure of the achievement of Output 2, three (3) indicators are defined in the PDM.

- **Indicator 2-1:** Operational manuals are developed.
- **Indicator 2-2:** Trainings are provided for at least 80% of the staff members relevant to BDS in the targeted sub-cities and woredas.
- **Indicator 2-3:** Qualification system for MSMEs counselors and MSMEs consultants is prepared and tested.

The BDS provision model was developed and is being operated in the target area, even though there was an interruption due to the global spread of COVID-19.

Regarding Indicator 2-1, the Project aims to develop a model in which BDS will be provided effectively and efficiently to a large number of MSMEs, according to the needs of each enterprise. The Project developed five (5) BDS technical guidelines, as mentioned in 1.3.2 (8), that will be used as annex to the Minister Directive.

Regarding Indicator 2-2., 115 staff who belonged to three (3) sub-cities or six (6) woreda in the target area participated in the training, among 201 participants in total. This figure corresponds to 87% of all staff related to BDS ((a)/(c) in the following table).

After training, the transfers and leave of some staff including counselors have occurred in sub-cities and woreda. In consequence, 83 staff among 132 are currently working for MSMEs support, providing counseling service to MSMEs. It corresponds to 63% of total number of staff related to BDS in target sub-cities and woreda ((b) / (c) in the following table). However, the Addis Ababa City Administration is planning to continue counseling training, therefore, it is expected to foster more counselors not only in target area, but also another area in Addis Ababa.

**Table 32. Current situation of counselor training participants in target area**

	Akaki Kality sub-city woreda #2 and #6	Bole sub-city woreda #5 and #7	Nefas Silk sub-city Woreda # 8 and #13	Total
No. of participants of counselor training (a)	42	41	32	115
No. of counselors still working (b)	31	30	22	83
No of total staff of enterprise support (c)	42	55	35	132
Percentage (b/c)	74%	55%	63%	63%

(note) as of 23 March 2023

Regarding Indicator 2-3, FeSMMIPA and FeUJCFSA certified jointly eligible counselors and consultants, issuing certification signed by the Director General of both institutions. After the amendment of the Federal Government Structure, the EDI is put in charge of training and certifying both counselors and consultants.



**Certificate issued by EDI**

**2.1.3. Achievement of Output 3**

The measure of the achievement of Output 3, two (2) indicators, is defined in the PDM.

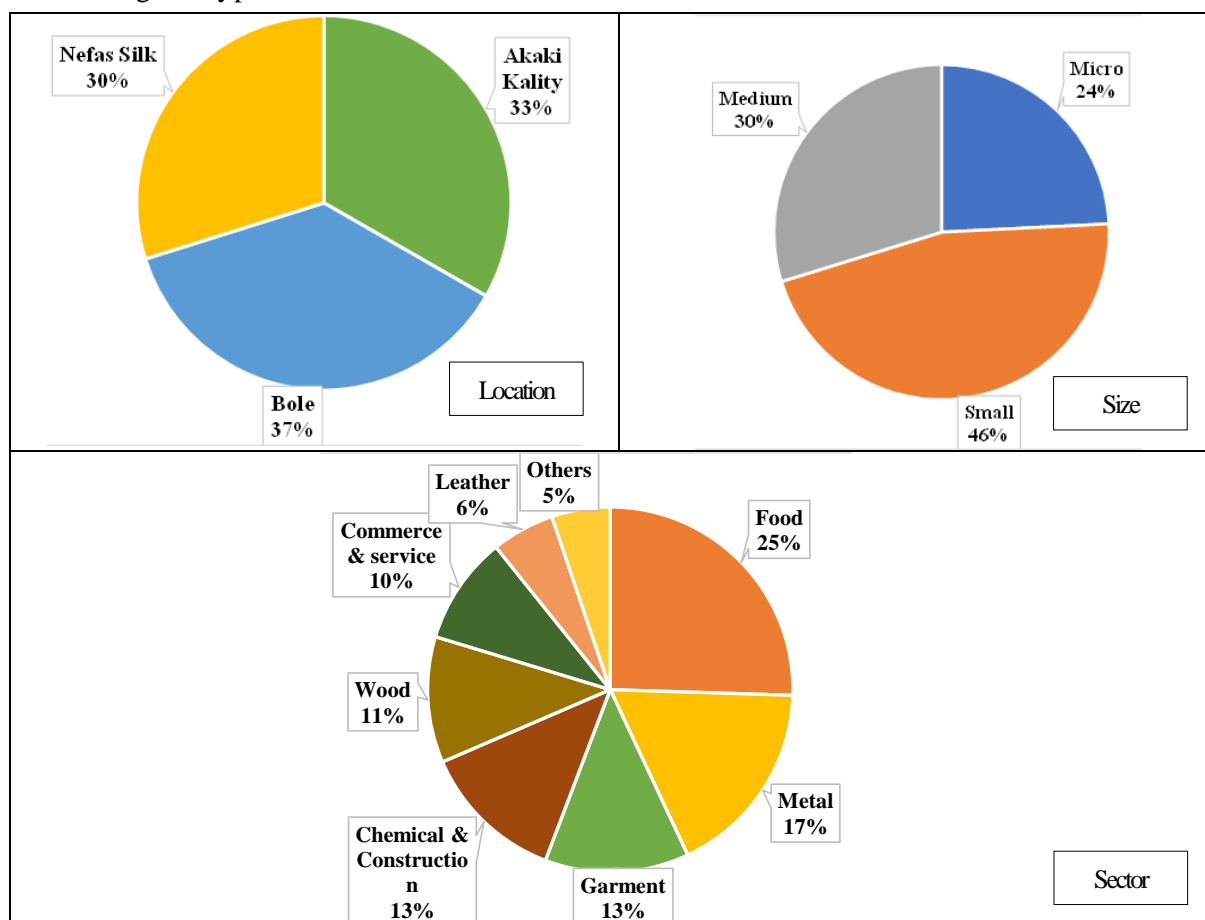
- **Indicator 3-1:** Annual number of enterprises supported by MSMEs counselors in target woredas and sub-cities is 210 (base is the current number)
- **Indicator 3-2:** More than 70 MSMEs counselors in target woredas and sub-cities pass the exam and are registered as MSMEs counselors.

Regarding Indicator 3-1, after the first batch of counselor training was completed, due to the declaration of a State of Emergency derived from the rapid spread of COVID-19, staff of woreda and sub-cities were forced to work from home and refrained from visiting enterprises. In addition, many MSMEs faced difficulties in business continuation. In MSMEs in operation, some owners refused to receive counselors on the premises to avoid the infection of COVID-19. In 2022, most counselors, as well as enterprises, resumed their activities, and during the year 2022, 252 MSMEs were provided BDS through the BDS provision model. Among them, 236 enterprises received counseling.

**Table 33. No. of MSMEs received BDS through the BDS provision model in 2022**

	No. of MSMEs
MSMEs received BDS, including counseling	236
MSMEs received BDS other than counseling	16
Total	252

The characteristics of the MSMEs that received BDS classified by size, location, and industry sector are as follows. BDS was provided to a roughly equal number of MSMEs in the three (3) sub-cities, with 70% of the BDS given to MSEs. By sector, 85% of MSMEs was for the manufacturing industry, which is consistent with the Ethiopian government's policy of emphasizing the manufacturing industry promotion.



**Figure 18. Characteristics of MSMEs received BDS**

In addition, counselors and consultants utilized their knowledge, which learnt through the Project, in the training sessions and seminars to more than 6,000 MSMEs owners, apart from the figure above mentioned.

Regarding Indicator 3-2, 115 staff in the target area participated in the counselor training as shown in 2.1.2. Of these, 87 were certified (also see table 29).

## 2.2. Project purpose and indicators

The measure of the achievement of the Project purpose, two (2) indicators are defined in the PDM.

- |  |
|--|
| <ul style="list-style-type: none"><li>• At least 50% of the MSMEs provided with BDS record positive business results (e.g., an increase in capital).</li><li>• At least 80 % of the MSMEs provided with BDS are satisfied with the services.</li></ul> |
|--|

Regarding the first indicator, according to the survey conducted in October 2022, it was confirmed that 73% of the MSMEs that received BDS had positive business results such as sales increase, cost reduction, new customer identification and increase of regular customers. It was confirmed that for MSMEs that received both counseling and consulting monthly sales per worker in MSMEs increased by about ETB 20,000.

77% of MSMEs that received support from counselors and consultants took action for management improvement, and the owners answered that counselors and consultants made feasible and useful proposals.

Regarding the second indicator, 83% of the MSMEs responded that they were satisfied with the BDS provided, so it can be considered that the BDS was provided effectively in line with the needs of the enterprises, and the Project purpose was almost achieved.

Here is a summary of the field survey of MSMEs conducted in October 2022.

### <Survey of MSMEs>

In October 2022, a field survey was realized to clarify the overall results of counseling and consulting performance so far. As a result, it was confirmed that the total number of beneficiaries MSMEs was 237. Including MSMEs which received coaching activities from certified consultants, the number of supporting MSMEs reached more than 6,000.

At the same time, to confirm the degree of satisfaction, the degree of implementation of management improvement, and the effect of enterprise growth, field surveys were conducted on 30 sample enterprises randomly selected from the above 237 enterprises. As a result, the following were identified:

- **BDS satisfaction rate:** 25 out of the 30 sample enterprises were satisfied with counseling or consulting (**Sample company satisfaction rate: 83.3%**).
- **Management improvement execution rate:** 23 out of 30 enterprises confirmed the implementation of management improvement and innovation. (**Sample company management improvement rate: 76.7%**) The management improvement practices include, expanding sales by developing new customers and introducing new products, increasing sales, and improving operational efficiency by increasing regular customers, reducing costs by improving raw material rotation, and others.
- **Counseling and consulting effects:** Statistically significant effects were observed for counseling and consulting alone, but the effectiveness increased when both were combined. By combining counseling and consulting, the monthly sales per worker were confirmed to **increase by about ETB 20,000**.



**Enterprise which doubled sales revenue with support of**

Factors that counseling and consulting generated MSMEs growth effects are analyzed as follows:

**(1) Contribution of counselors to MSMEs' growth**

- Counselors acquired practical management knowledge through training. As a result, they were able to propose more effective advice to enterprises, which seems to have led to the manifestation of effects.
- Some MSMEs have invested in their facilities and succeeded in expanding their operations. These MSMEs received support from counselors, applying the QDT. Support by counselors are considered to have improved financial access to solve priority management issues.
- In addition, some enterprises were able to accept equipment provision from non-governmental organizations (NGOs), such as the Agency for Cooperation and Research in Development (ACORD), and accounting guidance provided by Industry Extension Services. Therefore, collaboration with other BDS contributed to increasing the effect of counseling on enterprise growth.
- Based on the concept of counseling, counselors regularly visited the supported enterprises. It is considered that these continuous follow-on efforts helping improve motivation, foster satisfaction, and expand results for business owners.



**Follow-up by counselors**

**(2) Contribution of consultants to MSMEs' growth**

- Consultants provided effective advice that led to an increase in sales and profits. For example, in the case of wood processing enterprises, raw materials make up most of the cost; therefore, counselors advise increasing the rotation of raw materials. In the case of the textile industry, the procurement of industrial sewing machines, etc. requires a large investment, so consulting was provided to strengthen control of production. In addition, because the productivity of each worker and process tends to vary, consultants provided support to improve production line balance.
- Consulting provided comprehensive support which contributed to strengthening enterprise management, rather than specific support such as productivity improvement or marketing.

**Case 1.**

For **Habte Garment**, a garment manufacturing enterprise, a consultant assisted to develop a capital investment plan to enable the enterprise's marketing strategy and improve the line balance of the production site. As a result, the enterprise was able to achieve sales growth of about 10 times sales before COVID-19.



**Newly developed brand**



**Invested in machine for the new brand**



**Improved production line**

**Case 2.**

In the case of **Sara Leather enterprise**, a leather manufacturer, based on advice from consultants, it strengthened its ability to respond to the domestic market. Many leather enterprises are oriented toward export, and due to the international trade difficulties caused by COVID-19, many enterprises were obliged to suspend or close down their businesses. However, Sara Leather introduced products that match the needs of the domestic market, maintained operations even during the pandemic, and is currently increasing sales.



**Leather jacket for domestic market**



**Improved working space**

**(3) Factors to bring higher effectiveness through collaboration between counselors and consultants**

According to the survey, the combined support of counseling and consulting has the effect of increasing monthly sales per worker by ETB 19,762. The figure is higher than that of MSMEs that received only one of the services.



**Table 34. Sales increase effect to MSMEs by support of counselors and consultants**

Type of enterprise	Monthly sales increase per worker
MSMEs received only counseling	ETB 8,682
MSMEs received only consulting	ETB 10,164
MSMEs received both counseling and consulting	ETB 19,762

It is considered that a higher effect will be produced by combining the support of counselors who accompany the improvement process and consultants who provide professional advice.

**Case 3.**

In the case of **Addis Haile Garment**, which receives both counseling and consulting, the consultant started to support after that a counselor had applied QDT. After consulting, the company increased the number of regular customers, stably received orders, and improved production efficiency. 5S is also being implemented within the facility, and work-in-progress has decreased. As a result, working capital of the enterprise is no longer tight. The enterprise invested in equipment and expanded the operational scale. The company maintains a high-level motivation for management reforms by having the counselor follow up on the situation.



**Improved productivity by application of 5S**



**Display of main products**

**3. History of PDM modification**

The PDM of the Project was modified four (4) times as follows.

**3.1. 1<sup>st</sup> modification**

1<sup>st</sup> modification of the PDM was realized in the M/M signed on 9<sup>th</sup> April 2019, based on the discussion in the 1<sup>st</sup> JCC meeting held on 30<sup>th</sup> January 2019, in the following points:

**Table 35. 1<sup>st</sup> Modification of the PDM**

PDM Ver. 0	Amended version (ver. 1)
<b>1. Project period</b>	
From April 2018 until March 2021	From September 2018 until September 2021
Reason: JICA Experts started activities in September 2018	
<b>2. Amendment of Terminology</b>	
OSSC counselors (applied to all which appear in the PDM)	MSMEs counselors (applied to all which appear in the PDM)
Reason: More appropriate for the current Ethiopian government system	
National BDS consultants (applied to all which appear in the PDM)	MSMEs BDS consultants (applied to all which appear in the PDM)
Reason: More appropriate for the current Ethiopian government system	
Output 2: Implementation set-up for BDS provision in collaboration with BDSPs is developed and operated. (FeSMMIPA, FeUJCFSA, BoI, and BoMSEs in collaboration with sub-city and woreda)	Output 2: Implementation set-up for BDS provision in collaboration with BDSPs is developed and operated. (FeSMMIPA, FeUJCFSA, BoID, and BoMSEs in collaboration with sub-city and woreda)
Reason: More appropriate for the current Ethiopian government system	
Output 3: The capacity of OSSCs staff to support MSMEs is strengthened. (sub-cities and woredas)	Output 3: The capacity of staff at sub-city and woreda to support MSMEs is strengthened. (sub-cities and woredas)
Reason: More appropriate for the current Ethiopian government system <sup>6</sup>	
Activity 2-1. Utilizing outputs from 1-2, FeSMMIDA and FeUJCFSA, BoI, BoMSEs develop OSSC operational structure model on BDS provision for MSMEs by OSSC counselors.	Activity 2-1. Utilizing outputs from 1-2, FeSMMIDA, FeUJCFSA, BoID, BoMSEs develop OBDS provision model MSMEs by MSMEs counselors.
Reason: The BDS provision model will be established at sub-cities for SMEs in addition to woreda, that support micro and small enterprises.	
Activity 2-2. FeSMMIDA and FeUJCFSA, in collaboration with BoI and BoMSEs prepare training curriculum and materials such as (1) Business matching opportunities, etc. (2) MSMEs counseling with basic diagnosis tools, (3) Preparation of MSMEs support plan, (4) Guiding to BDSPs based on (3) and BDSPs network based on 2-1, for staff at OSSC (to be OSSC counselors).	Activity 2-2. FeSMMIDA and FeUJCFSA, in collaboration with AA-BoID and BoMSEs prepare training curriculum and materials such as (1) Business matching opportunities, etc. (2) MSMEs counseling with basic diagnosis tools, (3) Preparation of MSMEs support plan, (4) Guiding to BDSPs based on (3) and BDSPs network based on 2-1, for staff at woreda and sub-city (to be MSMEs counselors).
Reason: MSMEs counselors are also stationed at Sub-city.	
Activity 3-1. Selected staff of OSSC receive trainings on OSSC operation/management, and (1) Business matching opportunities, etc. (2) MSMEs counseling with basic diagnosis tools, (3) Preparation of MSMEs support plan, (4) Guiding to BDSPs based on (3) and BDSPs networking.	Activity 3-1. Selected staff of sub-city and woreda receive trainings on MSMEs counseling and (1) Business matching opportunities, etc. (2) MSMEs counseling with basic diagnosis tools, (3) Preparation of MSMEs support plan, (4) Guiding to BDSPs based on (3) and BDSPs networking.
Reason: More appropriate for the current Ethiopian government system	
Activity 3-3. Staff of OSSC provide counseling to MSMEs with Basic Diagnosis tools to identify the gaps of business development, prepare service provision plan and connect BDSPs to target MSMEs through OJT.	Activity 3-3. Staff of sub-city and woreda provide counseling to MSMEs with Basic Diagnosis tools to identify the gaps of business development, prepare service provision plan and connect BDSPs to target MSMEs through OJT.
Reason: MSMEs counselors are also stationed at Sub-city.	

<sup>6</sup>Micro and small enterprises are supported by woreda, and middle enterprises are supported by sub-city in Addis Ababa. As MSMEs counselors support MSMEs, the description of the PDM was modified so that both sub-city and woreda staff can be received counselor training.

Activity 3-4. Staff of OSSC take exam for certification of OSSC counselors.	Activity 3-4. Staff of sub-city and woreda take exam for certification of MSMEs counselors.
Reason: MSMEs counselors are also stationed at Sub-city.	
<b>3. Modification of Indicator of Output 2 and 3</b>	
Indicator of Output 2 (3): Qualification system for BDS advisors is prepared and tested.	Indicator of Output 2 (3): Qualification system for MSMEs counselors and MSMEs consultants is prepared and tested.
Reason: BDS advisors under the Indicators of OUTPUT 2 means OSSC (MSMEs) counselors and MSMEs consultants.	
Indicator of Output 3: At least 50% of MSMEs (including at least 75% of MSMEs owned by women) in the targeted areas are provided with BDS.	Indicator of Output 3: Annual number of enterprises supported by MSMEs counselors in target woredas, and sub-cities is XX (based is current number). Indicators of Output 3 (2): More than XX MSMEs counselors in target woredas and sub-cities pass the exam and are registered as MSMEs counselors.
Reason: This is because the current indicator for Output 3 is not appropriate under the current situation, where woreda and sub-cities staff's service coverage seems very low.	
Note: Targets for indicators of Output 3 shall be set in the 2 <sup>nd</sup> JCC. Women-related indicators and targets will be discussed and agreed upon in December 2019.	
<b>4. Amendment of inputs</b>	
<p>Ethiopian side</p> <ol style="list-style-type: none"> <li>1) Counterpart and Administrative Personnel <ul style="list-style-type: none"> <li>• Project Directors (Director General of FeSMMIDA and FeUJCFSA)</li> <li>• Project Managers (Directors of Entrepreneurship Dev. Department, FeSMMIDA and FeUJCFSA)</li> <li>• Deputy Project Managers (Heads of BoID and BoMSEs)</li> </ul> </li> <li>2) Facilities (office space and training venues)</li> <li>3) Available data and information related to the Project</li> <li>4) Recurrent costs</li> <li>5) Cost of Project activities</li> </ol> <p>necessary cost for the implementation of the Project</p>	<p>Ethiopian side</p> <ol style="list-style-type: none"> <li>1) Counterpart and Administrative Personnel <ul style="list-style-type: none"> <li>• Project Directors (Director General of FeSMMIDA and FeUJCFSA)</li> <li>• Project Managers (Directors of Entrepreneurship Dev. Department, FeSMMIDA and Director of Enterprise Dev, FeUJCFSA)</li> <li>• Deputy Project Managers (Heads of BoID and BoMSEs)</li> </ul> </li> <li>2) Facilities (office space and training venues)</li> <li>3) Available data and information related to the Project</li> <li>4) Recurrent costs</li> <li>5) Cost of Project activities</li> </ol> <p>necessary cost for the implementation of the Project</p>
<p><b>Japanese side</b></p> <p>Expertise of the members will include but not limited to the following:</p> <ul style="list-style-type: none"> <li>• MSMEs policy</li> <li>• BDS provision system for MSMEs</li> <li>• Human Resource development on BDS provision for MSMEs (1)</li> <li>• Human Resource development on BDS provision for MSMEs (2)</li> <li>• Training Management/Project Coordinator (Long-term Expert)</li> </ul> <ol style="list-style-type: none"> <li>2) Counterpart training in Japan and third county</li> <li>3) Basic equipment necessary for implementation of the Project</li> <li>4) Two vehicles.</li> <li>5) Cost of Project activities</li> </ol> <p>necessary cost for the implementation of the Project</p>	<p><b>Japanese side</b></p> <ol style="list-style-type: none"> <li>1-1) Long-term expert <ul style="list-style-type: none"> <li>• Chief Advisor</li> <li>• Project coordinator/Entrepreneurship support</li> </ul> </li> <li>1-2) Consultant <ul style="list-style-type: none"> <li>• Chief consultant/MSMEs policy &amp; entrepreneurship support (1)</li> <li>• Deputy chief consultant/MSMEs policy &amp; entrepreneurship support (2)</li> <li>• Establishment and Strengthening BDS provision system for MSMEs</li> <li>• Human Resource development on BDS provision for MSMEs (1)</li> <li>• Human Resource development on BDS provision for MSMEs (2)</li> <li>• Human Resource development on BDS provision for MSMEs (3)</li> </ul> </li> </ol>

	<ul style="list-style-type: none"> <li>• Support on women-led entrepreneurship support/Project coordinator</li> <li>2) Counterpart training in Japan and third county</li> <li>3) Basic equipment necessary for implementation of the Project</li> <li>4) Three vehicles.</li> <li>5) Cost of Project activities: necessary cost for the implementation of the Project</li> </ul>
Reason: Updated based on the current situation	
<b>5. Additional activities</b>	
N/A	2-8. FeSMMMIDA and FeUJCFSA promote innovative entrepreneurs and design the structure of the financial mechanism.
Reason: This is because the innovative start-ups contribute significantly to economic growth and employment nationwide. It also helps develop new and innovative solutions to challenges faced by traditional industries although cross-sector innovation, thereby creating a more dynamic and competitive society. Therefore, in this activity, to promote innovative entrepreneurs, the business contest, incubation/acceleration and the design of funding are implemented.	
N/A	2-9. FeSMMMIDA, FeUJCFSA, A.A.-BoID, and A.A.-BoMSE facilitate the intensive supports including KAIZEN and/or other types of BDS to selected enterprises (Hand Holding).
Reason: FeSMMMIDA, FeUJCFSA, AA-BoID and AA-BoMSE to have positive business results of pilot MSMEs (Model MSMEs), with Hand Holding to attract other MSMEs. FeSMMMIDA, FeUJCFSA, AA-BoID and AA-BoMSE are to select 35 pilot enterprises and to facilitate the intensive and comprehensive custom-made support to those enterprises for MSMEs counselors and MSMEs consultants' fostering by means of OJT (on-the-job-training) training and consultants (Hand Holding).	

### 3.2. 2<sup>nd</sup> modification

2<sup>nd</sup> modification of the PDM was realized in the M/M signed on 14<sup>th</sup> June 2021, mainly to extend the Project period, corresponding to the global spread of COVID-19 and the rename of Ethiopian implementing agencies:

**Table 36. 2<sup>nd</sup> Modification of the PDM**

PDM Ver. 1	Amended version (ver. 2)
<b>1. Project period</b>	
From September 2018 until September 2021	From September 2018 until September 2022
Reason: Because of the global spread of COVID-19, some of the Project activities have been suspended. In order to achieve the Project purpose after the Project team resumes the activities, the period of the Project needs to be extended.	
<b>2. Names and abbreviations of concerned authorities</b>	
FeSMMMIDA FeUJCFSA A.A.-BoMSE	FeSMMMIPA JOBFSA A.A.-BoJCED
Reason: Names and abbreviations of concerned authorities have changed.	

### 3.3. 3<sup>rd</sup> modification

3<sup>rd</sup> modification of the PDM was realized in the 4<sup>th</sup> JCC meeting on 16<sup>th</sup> September 2021, only to define numerical indicators.

**Table 37. 3<sup>rd</sup> Modification of the PDM**

PDM Ver. 2	Amended version (ver. 3)
<b>Definition of numerical indicators</b>	
<ul style="list-style-type: none"> <li>Indicator of Output 3 (1): Annual number of enterprises supported by MSMEs counselors in target woredas and sub-cities is at least XX.</li> <li>Indicator of Output 3 (2): More than XX MSMEs counselors in target woredas and sub-cities pass the exam and are registered as MSMEs counselors.</li> </ul>	<ul style="list-style-type: none"> <li>Indicator of Output 3 (1): Annual number of enterprises supported by MSMEs counselors in target woredas and sub-cities is at least 210.</li> <li>Indicator of Output 3 (2): More than 70 MSMEs counselors in target woredas and sub-cities pass the exam and are registered as MSMEs counselors</li> </ul>
Reason: The number of hypotheses that is three sub-cities and 6 woredas shall have at least 70 counselors and support at least three enterprises each.	

### 3.4. 4<sup>th</sup> modification

4<sup>th</sup> modification of the PDM was realized in the M/M signed on 29<sup>th</sup> September 2022, mainly to extend the Project period, corresponding to the amendment of the structure of Ethiopian implementing agencies:

**Table 38. 4<sup>th</sup> Modification of the PDM**

PDM Ver. 3	Amended version (ver. 4)
<b>1. Period of the Project</b>	
From September 2018 to September 2022	From September 2018 to March 2023
Reason: Based on the amendment of the Ethiopian governmental structure on BS for MSMEs, a certain amount of time is required to reinforce the capacity of counterparts for effective BDS provision for MSME's growth under the new structure of Ethiopian Governmental Institutions.	
<b>2. Names and abbreviations of concerned authorities</b>	
<ul style="list-style-type: none"> <li>FeSMMIPA</li> <li>JOBFSA</li> <li>A.A. -BoID</li> <li>A.A. - BoJCED</li> </ul>	<ul style="list-style-type: none"> <li>MoLS</li> <li>EDI</li> <li>EED</li> <li>A.A.-BoLEID</li> </ul>
Reason: It is required for the Project to be administered, based on the amendment of structure and with the alignment of the MSME Development Policy of the Federal Government.	
<ul style="list-style-type: none"> <li>JOBFSA was merged into the newly established MoLS.</li> <li>EDI was transformed from a quasi-governmental organization of EDC to a Federal Government institute under MoLS.</li> <li>FeSMMIPA was transformed into EED.</li> <li>A.A.-BoID and A.A.-BoJCED, with other bureaus, were integrated as A.A.-BoLEID</li> </ul>	

## 4. Others

### 4.1. Results of considerations on Gender / Pease Building / Poverty Reduction

The Project is implementing activities in coordination with WEDP to support the growth of women-led businesses. WEDP deepens the understanding of the importance of BDS provision, in addition to financial support for women-led businesses.

12 WEDP City Coordinators who support women-led business participated in the counselor training. One (1) WEDP official was certified as a MSMEs junior consultant.

In addition, WEDP, along with MoLS and EDI showed initiative to foster counselors and establish a BDS provision model in some regions.

### III. Results of Joint Review

#### 1. Results of Review based on DAC Evaluation Criteria

JICA adopts an evaluation system that uses cross-sectoral methodologies and criteria applicable to all schemes of assistance. JICA aims to conduct the evaluation and to utilize the findings based on a consistent philosophy and a standard evaluation framework, while taking into consideration the differences in characteristics among each assistance scheme.

The Six (6) DAC Criteria for evaluating development assistance is laid out by the OECD-DAC (Organization for Economic Cooperation and Development/ Development Assistance Committee) and is internationally accepted as an ODA evaluation method.

**Table 39. Evaluation Perspectives Using the Six DAC Criteria**

Relevance	<ul style="list-style-type: none"> <li>• Validity with Project implementation (development needs)</li> <li>• Focus on "Beneficiary." Consideration for inclusiveness and equity</li> <li>• Appropriateness of the Project plan and logic of approach</li> </ul>
Coherence	<ul style="list-style-type: none"> <li>• Consistency with development assistance policies of the Japanese Government and JICA</li> <li>• Synergistic effect/mutual relations with JICA's other Projects (technical cooperation, loans, grant aid, etc.)</li> <li>• Complementarity, harmonization, and coordination with other assistance/Projects in Japan, other development organizations, etc.</li> <li>• Consistency with global framework (international targets, initiatives, standards, etc.)</li> </ul>
Effectiveness	<ul style="list-style-type: none"> <li>• The degree of achievement of target level in target year of expected Project outcome (differential results across the groups)</li> </ul>
Impact	<ul style="list-style-type: none"> <li>• Positive and negative indirect and long-term effects (systems and norms, people's well-being, human rights, gender equality, and the environment)</li> </ul>
Efficiency	<ul style="list-style-type: none"> <li>• Comparisons of planned and actual Projects inputs, Project period, and Project cost</li> </ul>
Sustainability	<ul style="list-style-type: none"> <li>• Outlook on sustainability of effects that are realized by the Project for aspects of policy/political, institutional/organizational, technical, financial, <b>social &amp; environment</b>, <b>risk</b>, and operation &amp; maintenance</li> </ul>

(source) JICA

#### 1.1. Relevance

The relevance of the Project is high, based on the following reasons.

- The Ethiopian Government, under “Vision 2025,” which aims to become a lower-middle-income country by 2025, places importance on industrial development, including MSMEs. The current Government still places emphasis on manufacturing sector development, as represented by the Ethiopian Tamrit Movement (National Manufacturing Industry Movement) that aims at boosting competitiveness of the sector by solving the bottlenecks, with initiative of Ministry of Industry (MoI) and other related institutions.
- MSMEs account for the majority of enterprises and play important roles in economic development and job creation. MoLS is preparing the MSMEs Development Strategy to enhance MSMEs’ growth.

- The majority of MSMEs have been significantly affected by the global spread of COVID-19 and soaring prices of raw materials and fuels. BDS provision for MSMEs to increase productivity and liquidity, identify new clients, strengthen financial access, etc., has become more highly appreciated by enterprises' owners.

## 1.2. Coherence

The coherence of the Project is high, based on the following reasons.

- In the Country Assistance Policy of the Government of Japan for Ethiopia (April 2012), "Private sector development" is positioned as one of the priority areas.
- JICA has positioned industrial development as one of the priority areas for cooperation in Ethiopia and has been implementing the Industrial Development Program.
- JICA has implemented technical cooperation with KAIZEN in Ethiopia since 2009. KAIZEN is an important component of the BDS. The practice of KAIZEN in MSMEs in Ethiopia facilitated the understanding of BDS among enterprise owners and BDSPs.

## 1.3. Effectiveness

The effectiveness of the Project is relatively high, based on the following reasons.

- The Project fostered 218 MSMEs counselors<sup>7</sup> who realized quick diagnosis, facilitation of appropriate BDS provision, and periodical follow-up, as well as 55 MSMEs consultants who provided advice and support to elaborate action plans to reinforce enterprise management. Both counseling and consulting are verified to be effective through activities realized in the target area.
- Both counselor and consultant training programs included on-site OJT in the target area. Trainees evaluated that they could deepen practical skills through OJT, in addition to theoretical study in classroom training.
- Some enterprise owners mentioned that frequent visits to MSMEs by counselors for monitoring and follow-up were effective in increasing the motivation of owners and employees.
- BDSPs Network is effective for mutual understanding among BDSPs and for reflecting the opinion of enterprises.
- The experiences of training in Japan and Vietnam were reflected to the MSME Development Strategy and other policy documents.

## 1.4. Impact

The impact of the Project is relatively high for the following reasons. The impact will be able to expand if Ethiopian-related institutions continue to provide appropriate BDS in a wider area.

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<sup>7</sup> 160 counselors were fostered by Addis Ababa City Administration and 58 by MoLS/EDI/WEDP



- Although it will be required sometime to confirm the achievement of the overall goal, implementing agencies have already begun activities with their ownership. For example, MoLS, EDI, and WEDP have already started training programs to foster counselors in some major cities, as previously mentioned. In addition, WEDP has placed more emphasis on BDS provision to women-led businesses than before and has started recruitment of their own consultants in their regional offices.
- Counselors and consultants actively utilized what they learned in training not only in counseling/consulting, but also in the training and coaching of more than 6,000 MSMEs owners.

### 1.5. Efficiency

The efficiency is relatively high, taking into consideration the complexity of the Project operation, involving a wide range of stakeholders, such as ministries, federal government institutions belonging to different ministries, local governments, and other international cooperation Project, such as WEDP, except for external environmental changes, such as the influence of global spread of the COVID-19 and the amendment of the structure of Ethiopian government institutions.

- The experts were deployed efficiently. Even during the COVID-19 crisis, the experts and officials of Ethiopian implementing agency conducted collaborative work remotely.
- Through the initiative of the implementing agencies, smooth human resource development was achieved.

### 1.6. Sustainability

To ensure the sustainability of the results of the Project, it is desirable to continue to take the following actions.

- **Policy and institutional aspects:** The MSME Development Strategy, and Ministers' Directive on the BDS Guideline will be promulgated. Utilizing these instruments, it is expected to expand standard BDS provision nationwide, under the leadership of MoLS.
- **Technical aspects:** The content and usability of the training materials developed by the Project have been highly evaluated by the implementing agencies, and it is expected that they will continue to be used nationwide. Counselors and consultants who were trained during the Project period brought assistance, which had a positive effect on MSMEs' management. Further accumulation of experience is desirable to reinforce their abilities.
- **Financial Aspect:** During the Project activity period, the implementing agencies paid for expenses related to the training and activities of counselors and consultants. It is important for counselors and consultants to secure vehicle or transportation expenses for regular visits to MSMEs. Counselor and consultant training can be conducted with minimum cost disbursement. such as conducting training in the meeting room of the sub-city office.

## 2. Key Factors Affecting Implementation and Outcomes

The following factors have affected the implementation and outcomes of the Project.

## **2.1. Factors concerning planning**

- The global spread of COVID-19 has affected JICA experts to travel to Ethiopia to conduct field activities from March 2020 to February 2022. For this reason, the duration of the Project period was extended from three (3) years to four (4) and half years.
- The spread of COVID-19 affected to some Project activities, such as training in Japan and third countries for counterpart personnel, counselor and consultant training, including OJT, and on-site counseling and consulting.
- General elections were held from June to September 2021 during the Project implementation period, and amendments to the structure of ministries and government agencies occurred. The Project implementation structure was also amended, adding EDI to the implementing agencies, and some changes were also made to the BDS provision model based on the duties of each organization.

## **2.2. Factors concerning the implementation process**

- The JICA experts and Ethiopian officials established good relationship through frequent communication, even during the global spread of COVID-19. When the main Ethiopian officials concerned were replaced, the Project explained the outline and plan of the Project to new officials and promptly asked for their understanding. Ethiopian implementing agencies proactively promoted these activities, even after the replacement of personnel.
- Ethiopian implementing agencies showed strong ownership and leadership in the implementation process. Addis Ababa City Administration and sub-cities conducted training course, EDI fostered consultants and master trainers. MoLS implemented interagency coordination to realize Project activities.

## **3. Evaluation of the results of the Project Risk Management**

As previously mentioned, the implementation of the Project was greatly affected by the global spread of COVID-19. JICA Experts were prevented from traveling to Ethiopia between March 2020 and February 2022. Ethiopian officials have been working from home since the declaration of the State of Emergency. In addition, it was impossible to conduct classroom training with a large number of participants and OJT by visiting enterprises. MSMEs faced many difficulties, such as the depletion of raw materials, decreased sales due to reduced demand, infection of employees, and suspension of operations.

Under these circumstances, JICA experts and Ethiopian officials continued to communicate through the web meeting system and e-mails. In addition, the Project restructured both counselor and consultant training programs, introducing an on-demand learning system with video training materials.

### **3.1. Lessons learnt on Project planning**

A general election was held during the Project period, after which government institutions were reorganized and personnel was replaced. It is important to prepare for such external environmental factors and formulate a plan with a margin.

If a specific geographical area is targeted for a Project, especially if only a part of the municipality is targeted, there is a possibility that a sense of unfairness will arise between the target areas and areas that are not targeted. In the counselor training conducted in 2020, based on the judgment of the Addis Ababa City Administration, invitations were issued not only for the target three sub-cities but also for all sub-cities. When activities in a certain area are defined as a pilot Project, it is desirable to design so that the Project conduct a pilot in small-scale, short-term activities to extract knowledge and lessons learned, and then expand to other areas.

### **3.2. Lessons learnt on communication with/among related institutions**

A BDSPs Network was formulated to provide comprehensive BDS to MSMEs, involving a wide range of institutions. A great deal of effort is required to operate the network, as many stakeholders are involved in the network.

During times when the global spread of COVID-19, BDSPs Network meetings were held, using the web meeting system. However, as sub-city and woreda offices as well as many MSMEs do not have high-speed Internet connections, making it difficult to participate in the network meeting through web meeting systems. It could be concluded that face-to-face communication is essential, particularly when discussing complicated topics among various stakeholders.

### **3.3. Lessons learnt on BDS provision for MSMEs**

To enhance enterprise growth by BDS provision, it is necessary to select those in which owners have a strong initiative to take action for growth under the support of BDS.

In the Project, counselors visited MSMEs to conduct a quick diagnosis, and interview enterprise owners. It can be said that the counselors realized a certain screening to provide the necessary BDS for MSMEs which have the potential for growth.

To promote enterprise growth, it is important to strengthen all management functions. The MSME consultant training program was designed so that consultant candidates could learn about general management functions. In addition, in a situation where many enterprises are struggling with cash flow, consultants have supported MSMEs in improving efficiency, while maintaining a balance between inventory, production, and sales. Consequently, many MSMEs were able to reduce working capital and improve liquidity to expand production and sales, as well as to create new job opportunities.

Due to the global spread of COVID-19, the business environment for MSMEs has become more severe, and the need for BDS provision, including consulting, has increased further.

## **4. Performance**

During the Project period, JICA experts and Ethiopian officials maintained good communication and carried out joint activities to achieve the Project purpose of developing a BDS provision model that contributes to the growth of MSMEs.

In particular, for about two (2) years from March 2020, the global spread of COVID-19 made it impossible to carry out field activities in Ethiopia by JICA experts, which caused major restrictions on the implementation of activities. However, during this time, JICA experts continued to communicate with Ethiopian officials via online meetings, e-mails, and SNS. Through the communication of both sides, the delay of the Project activities was kept to a minimum.

## **5. Additionality**

JICA has been promoting the dissemination of Kaizen activities and human resource development to improve the quality and productivity of enterprises in Ethiopia. The Project has developed a BDS provision model, which is a broader concept that includes Kaizen. In addition, MSEs especially have difficulties receiving support from private consultants to strengthen their businesses, due to a lack of financial resources. In response to this situation, the Project has fostered MSME consultants who mainly work for public institutions, such as EDI and Polytechnique colleges, which are familiar with supporting MSMEs. The MSMEs consultant program was modeled on Japan's SME Management Consultant system in some part, analyzing the overall management challenges, potential of enterprises, and presenting action plans that each enterprise can implement. In addition, the BDS provision model includes counseling services that realize quick diagnosis, select MSMEs to facilitate BDS, and provide regular monitoring and follow-up. The Quick Diagnosis Tool is an application developed by the Project that runs on mobile device such as smartphones and mobile tablets for counselors to use when visiting enterprises. Thus, it seems that the Project added new value to the BDS provision for MSMEs.

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

The overall goal of the Project is to “provide high-quality support through the BDSPs network in the Project-targeted woredas in Addis Ababa and other areas, and at the same time, grow the businesses of Ethiopian micro, small and medium-sized enterprises.”

In this chapter prospects to achieve the overall goal, a proposal of plan of operation after the termination of the Project and recommendations for the Ethiopian side are discussed.

### 1. Prospects to achieve Overall Goal

The indicators to measure the achievement of the overall goal are defined as follows.

- The organized implementation set-up for BDS provision is scaled up to national level.
- The graduation rates from micro to small and from small to medium are accelerated.

Regarding the first indicator, the following activities are already underway to achieve the overall goal.

- **Counselor training in several regions:** As described in 1.3.3, MoLS/EDI/WEDP collaborated and utilized the knowledge of the Project and fostered 58 counselors in several regions as shown in the table below.

**Table 40. No. of counselors fostered by MoLS/EDI/WEDP**

Region	Amhara	Oromia	SNNP	Sidama		
Cities	<ul style="list-style-type: none"> <li>• Bahir Dar</li> <li>• Debre Markos</li> <li>• Dessie</li> <li>• Gondar</li> </ul>	<ul style="list-style-type: none"> <li>• Adama</li> <li>• Asela</li> <li>• Jimma</li> <li>• Nekemte</li> <li>• Shashemane</li> </ul>	<ul style="list-style-type: none"> <li>• Arbaminch</li> <li>• Dilla</li> <li>• Wolaita Sodo</li> </ul>	<ul style="list-style-type: none"> <li>• Hawassa</li> </ul>	Dire Dawa	Addis Ababa
No. of counselors	15	17	10	4	4	4

- **Strengthening of BDS provision of WEDP:** After the Project started, WEDP deepened the importance of BDS provision, especially counseling and consulting, to women's-led businesses and participated in the counselors and consultants training in Addis Ababa. Furthermore, to strengthen support other regions, as mentioned above, WEDP conducted with MoLS and EDI counselor training course and is preparation to have consultants in their regional offices.
- **Strengthening the capacity of EED experts to promote BDS provision nationwide:** EDI conducted ToT to foster more master trainers in March 2023. In addition, EDI conducted BDS training for 45 EED experts using the knowledge of the Project.
- **Holding workshop to sharing draft Minister Directive on BDS Guidelines with regional governments:** On March 9, 2023, MoLS held a workshop for regional government officials to explain the contents of Minister Directive on BDS guideline. After collecting the opinions of the participants, it will be finalized and will be promulgated nationwide.

Regarding the second indicator, as described in 2.2., many MSMEs have increased their sales and made capital investments by support of consultants, therefore, it is expected that the BDS provision enhance the MSMEs' growth nationwide. On the other hand, to accelerate the growth of enterprises, it is necessary to provide MSMEs various supports, other than BDS, for example, financial access (provision of low-interest loans for MSMEs, development a credit guarantee system, etc.), support for foreign currency acquisition, acceleration of communication infrastructure, and so on. Therefore, it is important to implement comprehensive support in the programs such as Ethiopia Tamrit Movement and MSMEs Development Strategy.

In addition, in order to ensure the manifestation of the overall goal, it is important to secure a budget for each institution related to the provision of BDS.

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

The following table shows the draft of the plan of operation during the three (3) years after the termination of the Project.

**Table 41. Counselor Training Procedures in Each Region (Draft)**

Gregorian calendar year	Proposed actions
2023	<ul style="list-style-type: none"> <li>• Officialization of MSME Development Strategy and Minister Directive on BDS Guideline.</li> <li>• Presentation of the Strategy and Guidelines to other stakeholders.</li> <li>• Selection of priority regions to apply the BDS provision model.</li> <li>• Sensitization for local governments and MSMEs in the selected regions.</li> <li>• Identify MSMEs' problems and challenges for growth in each region.</li> <li>• Identify BDSPs and formulate BDSPs Network in each region.</li> </ul>
2024	<ul style="list-style-type: none"> <li>• Foster master trainers both for counselors and consultants in each region.</li> <li>• Develop counselor and consultant fostering training program.</li> <li>• Identify MSMEs to apply OJT.</li> <li>• Nominate counselor training participants and conduct counselor training.</li> <li>• Recruit consultant training participants and conduct consultant training.</li> <li>• Identify MSMEs' problems and challenges for growth in each region.</li> <li>• Certify both eligible counselors and consultants.</li> <li>• Provide BDS to potential MSMEs through BDSPs Network.</li> </ul>
2025	<ul style="list-style-type: none"> <li>• Foster master trainers both for counselors and consultants.</li> <li>• Develop counselor and consultant fostering training program.</li> <li>• Identify MSMEs to apply OJT.</li> <li>• Nominate counselor training participants and conduct counselor training.</li> <li>• Recruit consultant training participants and conduct consultant training.</li> <li>• Identify MSMEs' problems and challenges for growth in each region.</li> <li>• Certify both eligible counselors and consultants.</li> </ul>

The following table shows a draft of role of each implementing agency for expansion of BDS provision.

**Table 42. Role of implementing agencies (Draft)**

Institution	Principal roles
MoLS	<ul style="list-style-type: none"> <li>Disseminate information and sensitize local government and MSMEs owner.</li> <li>Define numerical indicators to achieve the objective of the MSMEs Development Strategy.</li> <li>Monitor the progress of BDS provision.</li> <li>Support to formulate BDSPs Network and coordinate the network meeting in each region.</li> </ul>
EDI	<ul style="list-style-type: none"> <li>Coordinate both counselor and consultant training courses.</li> <li>Foster both counselor and consultant master trainers.</li> <li>Conduct consultant training course.</li> <li>Certify eligible counselors and consultants.</li> <li>Report the progress of BDS provision to MoLS.</li> </ul>
MoI/EED	<ul style="list-style-type: none"> <li>Utilize BDS provision model to accelerate Ethiopia Tamrit movement.</li> <li>Under collaboration with TVET agency and EDI, train Industry Extension Service trainers polytechnic colleges to be consultants.</li> </ul>
Local government	<ul style="list-style-type: none"> <li>Collaborating with EDI, conduct counselor training.</li> <li>Dispatch counselors to MSMEs to apply quick diagnosis and facilitate appropriate BDS.</li> <li>Report the results of BDS provision to EDI.</li> </ul>

### 3. Recommendation for the Ethiopian side

To realize the overall goal by expanding the activities on a nationwide scale and ensuring sustainability, the implementing agencies is required to continue to work on the following activities.

#### 3.1. Formalization and dissemination of MSMEs Development Strategy and Minister Directive

It is hoped that the Federal Government will officially issue the MSMEs Development Strategy. In addition, it is required that the BDS Guidelines be issued as Minister Directive of MoLS.

For the strategies and guidelines to be used appropriately, it is important that MoLS take the lead in disseminating them to related organizations, including regional governments and BDSPs, and forming a cooperation mechanism. For this purpose, the BDSPs Network constructed is important.

#### 3.2. Planning for local deployment of BDS delivery model

It is necessary for MoLS and EDI to play a central role in formulating a plan for establishing a BDS provision system and human resource development together with regional governments. In doing so, the following should be noted.

- Accumulation, characteristics, and common issues of MSMEs in each region.
- Status of BDS provision to MSMEs in each region.
- Status of counselor and consultant candidates in each region.
- Estimate and share budget for BDS provision, including regional government budget.

At the same time, there may be cases where there are not branches of BDSPs in some regions, so it is necessary to consider measures. For example, R&D centers under MIDI do not have bases in the region. For this reason, it is desirable to consider the

possibility of providing BDS in advance with the Ministry of Industry and EED in preparation for cases where local SMEs require the support of R&D centers.

### 3.3. Continuous training of counselors and consultants

#### <Counselor training>

Counselor training nationwide can be utilized experiences of previous training implemented by MoLS/EDI/WEDP. In the initial stage, support from Addis Ababa will be necessary, but it is desirable to train master trainers. The table below shows the counselor training procedure (draft).

**Table 43. Counselor Training Procedures in Each Region (Draft)**

i.	To explain the counselor system to regional governments based on the BDS provision guidelines. Then, formulate a counselor training plan (identification of candidates, timing and place of training, etc.).
ii.	Dispatching master trainers from Addis Ababa to conduct training for counselors.
iii.	Each regional government will apply a certification examination for eligible counselor training participants. Successful applicants will be reported to EDI and request to issue a certificate.
iv.	Implement ToT to train master trainers in each region and gradually build a training system by regional governments.

#### <Consultant training>

Consultants also need to be fostered in each region. Candidates for consultants are BDS Advisors of EDO and lecturers at TVET institutions engaged in Industrial Extension Service. In addition, instructors in the departments of commerce at universities in various regions can also be candidates, but emphasis should be placed on hands-on experience for MSMEs. The consultant training procedure (draft) at the initial stage is shown below.

**Table 44. Consultant Training Procedures in Each Region (Draft)**

i.	Identify candidates of consultants in each region.
ii.	First, start the junior consultant training course. For the junior consultant training course, it is possible to be conducted by EDI head office through on demand e-learning program.
iii.	Train master trainers who conduct senior consultants training course including OJT in each region. In the initial stage, it is envisaged that an EDI master trainer will be dispatched from Addis Ababa.
iv.	EDI head office will conduct the final examination and certify eligible both junior and senior consultants.

### 3.4. Formation of BDSPs network/platform

It is recommended to form a BDSPs Network in each region. Network meetings should be held regularly, by initiative of MoLS and EDI. The Ministry of Industry has also idea building a BDS platform in each region, as part of the Ethiopia Tamrit Movement. This idea, which was expressed by Mr. Asfaw Abebe, Advisor to Minister of Industry, calls for the participation of relevant government agencies, including BDSPs, and development partners, with the intention of promoting communication among the parties concerned and providing BDS efficiently.



JICA, with KEC, is conducting "Project for Establishing Comprehensive Support System for Enhancing Firm Competitiveness". It is expected that this Project will be involved in the Network. The following points will be required for effective hand over.

- Re-examination of the operation system of the BDSPs network: During the implementation of the (BDS) Project, FeSMMIPA and FeUJCFSA (JOBFSA) were initially in charge of operating the network, and at the time of completion, EDI was in charge of operation, under the supervision of MoLS. In the future, it will be necessary to clarify the roles of KEC and MIDI in the network, and to reconsider the management system as necessary. In addition, it is necessary to consider the operational structure in the case of expanding the network nationwide (or forming a network in each region), especially in consultation with MoLS and the Ministry of Industry.
- Fostering an understanding of cross-organizational network operation: In the (BDS) Project, as MSMEs face various challenges, multiple organizations were involved in the network to support enterprises in their own areas of expertise. It is desirable to explain the importance of cross-organizational network activities to the heads of network participating organizations at an early stage.
- Strengthening alignment with key policies: As mentioned above, MoLS is finalizing the MSME Development Strategy and Minister Directive on BDS Guideline, and the Ministry of Industry has detailed the activities of the Ethiopia Tamrit Movement. It is in the planning stage. In each document, BDS provision to MSMEs place importance for enterprise development. The activities of the BDSPs network should also focus on contributing to the achievement of these policy goals.
- Examining utilization methods of two consultant systems: The (BDS) Project has constructed a consultant system for MSMEs certified by EDI. On the other hand, KEC has a Kaizen consultant system. It is desirable that the BDSPs as well as the two organizations discuss how to utilize these two consulting systems.

### **3.5. BDS provision in each region through the BDS provision model**

In each region BDS should be provided through local the BDSPs network, based on the result of quick diagnosis realized by counselors.

### **3.6. Establishment of a monitoring and reporting system for the provision of BDS**

In order to effectively operate the BDS provision model in each region, it is necessary to establish a communication among stakeholders and monitoring mechanism about the BDS provision situation in each region.

- In order to operate a smooth BDS provision system in each region, it is important to communicate with stakeholders in the region. In particular, frequent communication between counselors and consultants and other BDSPs is essential, so that BDS is delivered based on counseling results. For this purpose, BDSPs network management is important.

- It is required to monitor periodically and report to MoLS and EDI on the status of BDS provision in each region and the changes caused to companies.

In addition, since there are a wide variety of related organizations, it is desirable that the report should be simple and limited to the necessary items. A proposal is described below.

**Table 45. Proposed reporting topics**

<ul style="list-style-type: none"> <li>• Number of enterprises provided BDS, with breakdown by size, industrial sector, geographical area, etc.</li> <li>• Number of BDS provided, with breakdown by type of BDS such as counseling, consulting, skill training, seminars, provision of operating space, domestic sales/export support, digitalization and by BDSPs.</li> <li>• Results of BDS provision: such as increased sales, increased number of customers, development of domestic and overseas sales channels, cost reduction, improved financial access, and so on.</li> <li>• Presentation of good practices, such as examples of growing MSMEs, effective methodology of BDS provision.</li> </ul>
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### 3.7. Securing budget for sustainable BDS provision

To sustainably provide BDS to SMEs, it is desirable to secure at least the following budget. Simultaneously, consideration should be given to saving the budget by securing the meeting/training venue in each institution and promoting the digitization of teaching materials.

**Table 46. Required budget for sustainable BDS provision (draft)**

Institutions	Necessary budget items (draft)
MoLS	<ul style="list-style-type: none"> <li>• Expenses related to awareness-raising, training, and holding meetings in each region related to the provision of BDS (venue rental fee, provision of beverages and light meals to participants, etc.)</li> <li>• Expenses related to monitoring of BDS provision in each region (staff travel expenses, etc.)</li> </ul>
EDI	<ul style="list-style-type: none"> <li>• Maintenance fee for simple diagnostic tool software program</li> <li>• Expenses related to maintenance and improvement of consultant training platform.</li> <li>• Expenses related to securing master trainers and consultants (compensation, etc.)</li> <li>• Expenses related to implementation of consultant training (certificate issuance, transportation expenses when visiting OJT enterprises, etc.)</li> <li>• Expenses related to compilation of monitoring results related to BDS provision (salaries of staff in charge of work, etc.)</li> </ul>
MoI, EED	<ul style="list-style-type: none"> <li>• Expenses related to foster more consultants, collaborated with EDI, to promote Ethiopia Tamrit movement.</li> </ul>
Regional government	<ul style="list-style-type: none"> <li>• Salaries, etc. for counselors (sub-city woreda staff, etc.)</li> <li>• Expenses related to implementation of counselor training (providing drinks and snacks to trainees, etc.)</li> <li>• Expenses related to counseling services (transportation expenses, daily allowance, etc.)</li> </ul>
BDSPs	<ul style="list-style-type: none"> <li>• Expenses related to securing personnel to provide BDS (staff salaries, outsourcing expenses, etc.)</li> <li>• Expenses related to providing BDS (transportation expenses, daily allowance, etc.)</li> </ul>

(END)

# **ANNEX 1. Results of the Project**



**(1) List of JICA Experts****List of JICA Experts**

	Name	Title	Despached period to Ethiopia
Long-term experts	Mr. Hideo Eguchi	Chief Advisor	2018-2020
	Mr. Naonobu Fuwa	Project Coordinator/Enterpreneurship Support	2018-2020
Consultants	Mr. Ryuji Seno	Chief Consultant/MSMEs Policy & Entrepreneurship Support (1)	2018-2023
	Ms. Akiko Yoneyama	Deputy Chief Consultant/MSMEs Policy & Entrepreneurship Support (2)	2018-2023
	Mr. Akihiro Tsukamoto	Establishment & Strengtheing BDS provision system for MSMEs	2018-2023
	Mr. Tamaki Tanaka	Human Resource Development on BDS Provision for MSMEs (1)	2018-2020
	Mr. Shinta Nishino	Human Resource Development on BDS Provision for MSMEs (2)	2018-2019
	Mr. Nguyen Tan Tien	Human Resource Development on BDS Provision for MSMEs (3)	2018-2019
	Mr. Yoshihiro Takeguchi	Human Resource Development on BDS Provision for MSMEs (4)	2019
	Ms. Mikiko Kano	Human Resource Development on BDS Provision for MSMEs (4)	2022-2023
	Ms. Kiyoko Sandambatake	Support on Women's Entrepreneurship / Coordinator	2018-2023

## (2) List of Counterpart Personnel

**List of counterpart personnel**

Name	Organization	Title	Title in the Project	Engagement period to the Project
H.E. Nigussu Tilahun	MoLS	State Minister	Project Director	2021-2023
Mr. Gebremeskel Challa	JOBFSA	Director General	Project Director	2020-2021
Mr. Zenebe Kumo Geda	FeUJCFSA	Director General	Project Director	2018-2020
Dr. Hussan Hussein	EDI	Director General	Project Director	2022-2023
Dr. Alebachew Neguse	EED	Director General	Project Director	2022-2023
Mr. Biru Wolde	EED	Director General	Project Director	2022
Mr. Asraw Abebe	FeSMMIPA	Director General	Project Director	2018-2021
Mr. Belete Balla	MoLS	Head of Enterprise Development	Project Manager	2018-2023
Mr. Henok Laike	EDI	BDS Manager	Project Manager	2023
Ms. Abebaye Gezehagn	EED	Director, Entrepreneurship Development	Project Manager	2022
Mr. Israel Gussese	FeSMMIPA	Director, Entrepreneurship Development	Project Manager	2019-2020
Mr. Sirak Hailemeleket	FeSMMIPA	Director, Entrepreneurship Development	Project Manager	2018-2019
Mr. Mikiyas Mulugeta	A. A. BoLEID	Director, Enterprise Support	Deputy Project Manager	2022-2023
Mr. Izadin Musbah	A. A. BoLEID	Director, Manufacturing Development	Deputy Project Manager	2022-2023
Mr. Yimer Kebede Yimam	A. A. BoJCED	Head of Bureau	Deputy Project Manager	2020-2021
Mr. Jemallu Jember	A. A. BoJCED	Head of Bureau	Deputy Project Manager	2019
Mr. Tazer Gebreegiabher	A. A. BoID	Head of Bureau	Deputy Project Manager	2020-2021
Mr. Endawek Abite	A. A. BoTID	Vice mayor/Head of Bureau	Deputy Project Manager	2019-2020
Mr. Ermias Kiros	A. A. BoID	Head of Bureau	Deputy Project Manager	2018

### (3) List of certified counselors (Addis Ababa)

As of March 2023

No.	Name	Organization	Position	Training
1	Mr. Fiseha Bedada	Akaki Kality Sub-city	Team Leader	1st batch (2019)
2	Mr. Abrham Gebeyehu	Akaki Kality Sub-city	Team coordinator	1st batch (2019)
3	Ms. Firanol Jaleta	Akaki Kality Sub-city	Construction expert	1st batch (2019)
4	Mr. Ewekektu Dula	Akaki Kality Sub-city	Industry Marketing	1st batch (2019)
5	Mr. Musefa Ebrahim	Akaki Kality Sub-city	Leather & leather product expert	1st batch (2019)
6	Ms. Marege Sharew	Akaki Kality Sub-city	Entrepreneurship Expert	1st batch (2019)
7	Mr. Eliyas Eticha	Akaki Woreda 2	Enterprise support	1st batch (2019)
8	Mr. Tariku Bekasha	Akaki Woreda 2	Enterprise support	1st batch (2019)
9	Ms. Zeyneba Zeydaga	Akaki Woreda 2	Construction expert	1st batch (2019)
10	Mr. Melake Yoseph	Akaki Woreda 6	Agro processing expert	1st batch (2019)
11	Mr. Yohanes Chanei	Akaki Woreda 6	IT expert	1st batch (2019)
12	Ms. Genet Alemayehu	Akaki Woreda 6	Construction expert	1st batch (2019)
13	Mr. Bekaiu Yitayew	Bole Sub-city	Leader of finance and capital	1st batch (2019)
14	Mr. Henok Tesfaye Mamo	Bole Sub-city	Garment and Textile Team Leader	1st batch (2019)
15	Mr. Dawit Tsegaye	Bole Sub-city	Infrastructure Team Leader	1st batch (2019)
16	Ms. Bethelihem Kassahun	Bole Sub-city	Construction, Metal and wood Team Leader	1st batch (2019)
17	Ms. Nestanet Mekuannt	Bole Sub-city	Information data analysis Leader	1st batch (2019)
18	Mr. Getaneh Fentahun	Bole Sub-city	Animal product Expert	1st batch (2019)
19	Mr. Birhanu Mezgebu	Bole Sub-city	Textile Expert	1st batch (2019)
20	Mr. Tesfaye Kenaw	Bole Sub-city	Information Analysis Expert	1st batch (2019)
21	Mr. Solomon Tesfate	Bole Sub-city	Market Deviation Coordinator	1st batch (2019)
22	Mr. Gemechu Mengeshe	Bole Sub-city	Material facilitator	1st batch (2019)
23	Mr. Wosene Sntayehu	Bole Sub-city	Agroprocessing and pharmaceutical Coordinator	1st batch (2019)
24	Mr. Milion Kebebe	Bole Sub-city	Agro Processing Expert	1st batch (2019)
25	Mr. Tamiru Tirfie	Bole Sub-city	Project and Job Creation Senior Expert	1st batch (2019)
26	Mr. Mulat Ejigu	Bole woreda 5	Marketing Expert	1st batch (2019)
27	Mr. Mesayasres	Bole woreda 5	Marketing Expert	1st batch (2019)
28	Ms. Kasaw Tsenyaw	Bole woreda 5	Enterprise development and support expert	1st batch (2019)
29	Ms. Mayshet Yigezu	Bole woreda 7	Marketing Expert	1st batch (2019)
30	Mr. Abiyu Tessema	Bole woreda 7	Urban Agricultural Development Expert	1st batch (2019)
31	Ms. Yebirual Workamw	Bole woreda 7	Project Expert	1st batch (2019)
32	Mr. Assefa Alamerew	Nefas Silk Sub-city	Pharmaceutical and cosmetics Expert	1st batch (2019)
33	Mr. Geda Gadisa	Nefas Silk Sub-city	Agro-processing food and beverage Expert	1st batch (2019)
34	Mr. Tareegn Zigdaga	Nefas Silk Sub-city	Agro-processing food and beverage Expert	1st batch (2019)
35	Ms. Semira Abdthemen	Nefas Silk woreda 8	Project Expert	1st batch (2019)
36	Mr. Laikemariam Ermias	Nefas Silk woreda 8	Wood and metal Expert	1st batch (2019)
37	Ms. Tesfanesh Girma	Nefas Silk woreda 8	Construction support Expert	1st batch (2019)
38	Ms. Serke Birhane	Nefas Silk woreda 13	Sharing of good practice Expert	1st batch (2019)
39	Mr. Dabere Demeke	Nefas Silk woreda 13	Marketing Expert	1st batch (2019)
40	Ms. Mekdes Ambaye	Bole Sub-city	Marketing Expert	2nd batch (2020)

No.	Name	Organization	Position	Training
41	Ms. Banchiwosen Gezahegn	Bole Sub-city	Manufacturing Expert	2nd batch (2020)
42	Mr. Ayele Achiso	Bole Sub-city	Urban agriculture Expert	2nd batch (2020)
43	Mr. Beshir Hiebo	Bole Sub-city	Construction Expert	2nd batch (2020)
44	Mr. Yonatan Birru	Akaki Kality Sub-city	Construction Expert	2nd batch (2020)
45	Mr. Driba Kumsa	Akaki Kality Sub-city	Construction Expert	2nd batch (2020)
46	Mr. Robel G/Kidan	Akaki Kality Sub-city	Marketing Expert	2nd batch (2020)
47	Mr. Kassa Tamir	Akaki Kality Sub-city	Urban agriculture Expert	2nd batch (2020)
48	Mr. Tewolde Hagos	Nifas Silk Sub-city	Urban agriculture Expert	2nd batch (2020)
49	Mr. Melese Debela	Nifas Silk Sub-city	Construction Expert	2nd batch (2020)
50	Mr. Mesfin Hailie	Nifas Silk Sub-city	Marketing Expert	2nd batch (2020)
51	Mr. Tarekegn Zegdaga	Nifas Silk Sub-city	Manufacturing Expert	2nd batch (2020)
52	Ms. Birtukan Marew	Arada Sub-city	Construction senior Expert	2nd batch (2020)
53	Mr. Esubalew Teshager	Arada Sub-city	Agro Processing Expert	2nd batch (2020)
54	Mr. Dero Regassa	Arada Sub-city	Urban Agriculture Expert	2nd batch (2020)
55	Mr. Abel Getahun	Arada Sub-city	Trade development Expert	2nd batch (2020)
56	Mr. Robel Tekle	Lideta Sub-city	Trade development Expert	2nd batch (2020)
57	Mr. Shiferaw Ashenafi	Lideta Sub-city	Agro Processing Expert	2nd batch (2020)
58	Mr. Bekele Jiru	Lideta Sub-city	Urban Agriculture Expert	2nd batch (2020)
59	Ms. Nigist Alemu	Lideta Sub-city	Construction senior Expert	2nd batch (2020)
60	Ms. Debre Gezahegn	Kirkos Sub-city	Urban Agriculture Expert	2nd batch (2020)
61	Ms. Meseret Melkamu	Kirkos Sub-city	Construction senior Expert	2nd batch (2020)
62	Mr. Nigusu Tolera	Kirkos Sub-city	Agro Processing Expert	2nd batch (2020)
63	Ms. Yerosen Tafa	Kirkos Sub-city	Construction Material Expert	2nd batch (2020)
64	Ms. Hana Amelework	Gulelie Sub-city	Construction Expert	2nd batch (2020)
65	Ms. Weletearegay Wondimu	Gulelie Sub-city	Urban agriculture Expert	2nd batch (2020)
66	Mr. Bekele Serbesa	Gulelie Sub-city	Manufacturing Expert	2nd batch (2020)
67	Mr. Asmerom Alem	Gulelie Sub-city	Marketing Expert	2nd batch (2020)
68	Ms. Yewubdar Grima	Yeka Sub-city	Urban agriculture Expert	2nd batch (2020)
69	Mr. Zinash Lema	Yeka Sub-city	Marketing Expert	2nd batch (2020)
70	Ms. Setegn Mindaye	Yeka Sub-city	Construction Expert	2nd batch (2020)
71	Mr. Alene Tefera	Yeka Sub-city	Manufacturing Expert	2nd batch (2020)
72	Mr. Adugna Merga	Kolfie Koranyo Sub-city	Marketing Expert	2nd batch (2020)
73	Mr. Nega Takele	Kolfie Koranyo Sub-city	Manufacturing Expert	2nd batch (2020)
74	Mr. Habtamu Birhanu	Kolfie Koranyo Sub-city	Urban agriculture Expert	2nd batch (2020)
75	Mr. Mehamendur Dari	Kolfie Koranyo Sub-city	Construction Expert	2nd batch (2020)
76	Mr. Tsegaye Shumeye	Addis Ketema Sub-city	Marketing Expert	2nd batch (2020)
77	Ms. Melkam Abreha	Addis Ketema Sub-city	Construction Expert	2nd batch (2020)
78	Ms. Nejat Awol	Addis Ketema Sub-city	Textile and Leather products Expert	2nd batch (2020)
79	Mr. Ltiera Dereje	Addis Ketema Sub-city	Construction Materials Expert	2nd batch (2020)
80	Mr. Tedla Atmafu	BoJCED	BDS Team Leader	2nd batch (2020)



No.	Name	Organization	Position	Training
81	Mr. Getamesay Teferi	BoJCED	Marketing Expert	2nd batch (2020)
82	Mr. Abera Asefa	BoJCED	Construction Expert	2nd batch (2020)
83	Ms. Dareskedar Abebe	WEDP	City Coordinator	2nd batch (2020)
84	Ms. Suriat Jemal	WEDP	City Coordinator	2nd batch (2020)
85	Ms. Ziyen Mekonnen	WEDP	City Coordinator	2nd batch (2020)
86	Mr. Mammo Assefa	WEDP	City Coordinator	2nd batch (2020)
87	Mr. Girmay Kifle	Akaki Kality Sub-city	Chemical and chemical products officer	3rd batch (2022)
88	Mr. Alemayehu Bekele	Akaki Kality Sub-city	Construction input manufacturing support officer	3rd batch (2022)
89	Mr. Zelalem Bogale	Akaki Kality Sub-city	Agro processing expert	3rd batch (2022)
90	Mr. Bereket Lemma	Akaki Kality Sub-city	Textile Industry development expert	3rd batch (2022)
91	Mr. Abebe Asmarew	Akaki Woreda 6	Urban Agri officer	3rd batch (2022)
92	Mr. Amanuel Hosana	Akaki Kality Sub-city	Enterprise team leader	3rd batch (2022)
93	Mr. Beminet Melkamu	Akaki Kality Sub-city	Leather and textile officer	3rd batch (2022)
94	Mr. Bezabih Mekonin	Akaki Woreda 5	Chemical officer	3rd batch (2022)
95	Mr. Fuad Mohammed	Akaki Woreda 8	Construction officer	3rd batch (2022)
96	Mr. Gemechu Girma	Akaki Woreda 1	Enterprise officer	3rd batch (2022)
97	Ms. Hiwot Girma	Akaki Kality Sub-city	Service officer	3rd batch (2022)
98	Ms. Lomi Merga	Akaki Woreda 5	Urban Agri officer	3rd batch (2022)
99	Ms. Sara Sintayehu	Akaki Woreda 3	Construction officer	3rd batch (2022)
100	Mr. Shumye Wube	Akaki Woreda 2	Industry support officer	3rd batch (2022)
101	Mr. Solomon Negash	Akaki Kality Sub-city	Service and trade officer	3rd batch (2022)
102	Mr. Tahir Aman	Akaki Kality Sub-city	Chemical officer	3rd batch (2022)
103	Mr. Besfate Admansie	Bole woreda 1	Industry development team leader	3rd batch (2022)
104	Ms. Mihret Gezahegn	Bole woreda 1	Urban agriculture Expert	3rd batch (2022)
105	Mr. Amare Ykum Yilma	Bole woreda 2	Industry development team leader	3rd batch (2022)
106	Mr. Ejigayehu Geremew	Bole woreda 4	Industry development team leader	3rd batch (2022)
107	Ms. Rediet Chere	Bole woreda 6	Industry development team leader	3rd batch (2022)
108	Ms. Abi Zewdu	Bole woreda 11	Industry development team leader	3rd batch (2022)
109	Mr. Dejne Chala	Bole woreda 11	Urban agriculture Expert	3rd batch (2022)
110	Mr. Yibra G/Medhin	Bole woreda 13	Wood and metal Expert	3rd batch (2022)
111	Ms. Almaz Fantahun	Bole woreda 14	Industry development team leader	3rd batch (2022)
112	Mr. Milion Tilahun	Bole Sub-city	Manufacturing Expert	3rd batch (2022)
113	Ms. Zenit Saied	Bole Sub-city	Leathe and garment industry development expert	3rd batch (2022)
114	Mr. Getahen Fantahun	Bole Sub-city	Food and Beverage Expert	3rd batch (2022)
115	Ms. Maeregnesh Teklu	Bole Sub-city	Construction Expert	3rd batch (2022)
116	Mr. Belay Awgichew	Bole Sub-city	Metal and Engieering Expert	3rd batch (2022)
117	Ms. Yoadan Dagne	Bole Sub-city	Meshrome and friut Expert	3rd batch (2022)
118	Ms. Banchiwosen Gezahegn	Bole Sub-city	Garment and Textile Team Leader	3rd batch (2022)
119	Ms. Simegn Mehabe	Bole Sub-city	Plant Product Industry Development Expert	3rd batch (2022)
120	Mr. Samuel Bedasa	Bole Sub-city	Trade development Expert	3rd batch (2022)

No.	Name	Organization	Position	Training
121	Mr. Mohammed Endrie	Bole Sub-city	Constcution Resource Industry Development Specialist	3rd batch (2022)
122	Mr. Endashaw Kagnew	Bole Sub-city	Steel and engineering industrial development expert	3rd batch (2022)
123	Ms. Sumeza Sebah	Bole woreda 7	Market Development Expert	3rd batch (2022)
124	Mr. Shewalem Tesfay	Bole woreda 7	Market Development Expert	3rd batch (2022)
125	Mr. Betre Giyon	Bole woreda 13	Market Development Expert	3rd batch (2022)
126	Ms. Birkie Tilahun	Bole woreda 13	Market Development Expert	3rd batch (2022)
127	Ms. Tsehaynesh Anteneh	Nefes Silk woreda 5	Agriculture service Expert	3rd batch (2022)
128	Mr. Bayew Tesfaye	Nefes Silk woreda 15	Construction Expert	3rd batch (2022)
129	Ms. Firehiwet Melese	Nefes Silk woreda 14	Construction Expert	3rd batch (2022)
130	Mr. Nafiyad Wakijira	Nefes Silk woreda 9	Trade and Service Expert	3rd batch (2022)
131	Mr. Ababel Basazine	Nefes Silk woreda 9	Trade and Service Expert	3rd batch (2022)
132	Mr. Samson Nigatu	Nefes Silk woreda 12	Trade and Service Expert	3rd batch (2022)
133	Mr. Fantaw Belete	Nefes Silk woreda 11	Construction Development Supervisor	3rd batch (2022)
134	Mr. Fantabil Yidersal	Nefes Silk woreda 8	Urban agriculture Expert	3rd batch (2022)
135	Mr. Aliy Kasim	Nefes Silk woreda 11	Urban agriculture Expert	3rd batch (2022)
136	Ms. Serkalem Degemu	Nefes Silk woreda 13	Urban agriculture Expert	3rd batch (2022)
137	Mr. Tamirat Debele	Nefes Silk woreda 10	Trade and Service Expert	3rd batch (2022)
138	Ms. Bethlehem Belayneh	Nefes Silk woreda 10	Trade and Service Expert	3rd batch (2022)
139	Ms. Kalkidan Teshome	Nefes Silk woreda 8	Enterprise development and support expert	3rd batch (2022)
140	Mr. Scientistu Saba	Nefas Silk Sub-city	Urban agriculture Expert	3rd batch (2022)
141	Ms. Sinidu Yalew	Nefes Silk woreda 2	Trade and Service Expert	3rd batch (2022)
142	Ms. Muluaem Eticha	Nefes Silk woreda 2	Trade and Service Expert	3rd batch (2022)
143	Mr. Binayew Temesgen	Nefes Silk woreda 11	Industry Team Coordinator	3rd batch (2022)
144	Mr. Fikrekulu Tsega	Nefes Silk woreda 1	Industry Team Coordinator	3rd batch (2022)
145	Mr. Tilahun Jesa	Nefas Silk Sub-city	Leather and textile officer	3rd batch (2022)
146	Ms. Kifle Ayenew	Nefes Silk woreda 7	Leather and textile officer	3rd batch (2022)
147	Ms. Hareg Gebre Medhin	Nefas Silk Sub-city	Chemical officer	3rd batch (2022)
148	Mr. Nesredin Ahmed	Nefes Silk woreda 12	Industry and enterprise	3rd batch (2022)
149	Mr. Degu Mekonin	Nefes Silk woreda 10	Industry Team Coordinator	3rd batch (2022)
150	Mr. Alemkere Bezaw	Nefes Silk woreda 9	Industry team leader	3rd batch (2022)
151	Mr. Daniel Tadesse	Nefas Silk Sub-city	Agro Pharma expert	3rd batch (2022)
152	Mr. Kebede Firisa	Nefes Silk woreda 5	Industry team leader	3rd batch (2022)
153	Mr. Ayelign Yohannes	Nefas Silk woreda 2	Industry team leader	3rd batch (2022)
154	Mr. Eshetu Bekele	Nefas Silk woreda 8	Industry team leader	3rd batch (2022)
155	Mr. Simegnew Dires	Nefas Silk woreda 6	Industry team leader	3rd batch (2022)
156	Mr. Hassen Yimer Ali	Nefas Silk woreda 1	Industry team leader	3rd batch (2022)
157	Mr. Tesfaye Ejigu	Nefas Silk Sub-city	Industry team leader	3rd batch (2022)
158	Mr. Abdulaziz Wonde	Nefas Silk Sub-city	Industry team leader	3rd batch (2022)
159	Ms. Melkam Ayalew	Nefas Silk Sub-city	Industry team leader	3rd batch (2022)
160	Mr. Hialekiros Girmay	Nefas Silk Sub-city	Industry team leader	3rd batch (2022)

**(4) List of certified counselors (MoLS/EDI/WEDP)**

As of March 2023

	<b>NAME</b>	<b>CITY</b>	<b>CURRENT POSITION</b>
1	MULUKEN TESFAYE	ADAMA	CITY COORDINATOR
2	GULILAT BEKELE	ADAMA	OSS EXPERTS
3	JIRA GEMEDA	ADAMA	OSS EXPERTS
4	MELALA ABERA	ADAMA	OSS EXPERTS
5	BEFEKADU BELAY	ADDIS ABABA	OSS EXPERTS
6	BIRHANU TIBEBU	ADDIS ABABA	OSS EXPERTS
7	FALMATA FERENJI	ADDIS ABABA	OSS EXPERTS
8	LIJALEM GASHU	ADDIS ABABA	OSS EXPERTS
9	MOGES TIKUNEH	ADDIS ABABA	OSS EXPERTS
10	ZEKARIYAS DEME	ADDIS ABABA	OSS EXPERTS
11	TEKILU BELAY TILAYE	ADDIS ABABA	OSS EXPERTS
12	DAARESKEDAR ABEBE	ADDIS ABABA	CITY COORDINATOR
13	ASFAW JIJA	ASELA	CITY COORDINATOR
14	JIBRIL HUSEN	ASELA	OSS EXPERTS
15	MAHAMMED SUKI	ASELA	OSS EXPERTS
16	NEIMA HAMDA	ASELA	OSS EXPERTS
17	BELAYNESH NIGUSSIE	BAHRDAR	CITY COORDINATOR
18	MAHLET EYASSU	D/MARKOS	OSS EXPERTS
19	BEWKETU TESHOME	D/MARKOS	OSS EXPERTS
20	GETNET SILESHI	D/MARKOS	OSS EXPERTS
21	KUMNEGER MOHAMMED	DESSE	OSS EXPERTS
22	BEZAWIT BELETE	DESSE	OSS EXPERTS
23	SURAFEL AYELE	DESSE	OSS EXPERTS
24	EPHREM GEBEYEHU	DILA	OSS EXPERTS
25	ZERITU NEGATU	DILA	OSS EXPERTS
26	BETELIHEM ESHETU	DIREDAWA	A.CITY COORDINATOR
27	FARHAN HASSEN USUMAN	DIREDAWA	OSS EXPERTS
28	YASMIN AYE ALI	DIREDAWA	OSS EXPERTS
29	YIKIRTA ABEBE	DIREDAWA	OSS EXPERTS
30	ALEMINESE MELISE	GONDER	OSS EXPERTS
31	DEMISSIE DANIEL	HAWASSA	OSS EXPERTS
32	MAHLETE SOLOMON	HAWASSA	CITY COORDINATOR
33	ALMAZ HAILU	JIMMA	OSS EXPERTS
34	TAYE ABAZINAB	JIMMA	OSS EXPERTS
35	DEBELA BAYISA	NEKEMTE	OSS EXPERTS
36	TAREQECH TADES	NEKEMTE	OSS EXPERTS
37	DALE HUSSEIN	SHASHEMENE	OSS EXPERTS
38	WONDIMAGEGN HAILU	SHASHEMENE	OSS EXPERTS
39	ABDI AHMED	SHASHEMENE	OSS EXPERTS
40	ABINET GENEBO	W/ SODO	OSS EXPERTS
41	TADEME TOMA	W/ SODO	OSS EXPERTS
42	DEBEBE AYELE	W/ SODO	OSS EXPERTS
43	ALEMTSEHAY ASARO ANJULO	ARBAMINCH	OSS EXPERTS
44	LULIT DIGISIE DIBETA	ARBAMINCH	OSS EXPERTS

45	PHILIPPOS ORCHO GOBENA	ARBAMINCH	OSS EXPERTS
46	HAYAT WORKU MUHAMMED	BAHIRDAR	OSS EXPERTS
47	TAMRIE ALENE DEMEWEZ	BAHIRDAR	OSS EXPERTS
48	YONAS TAKELE HABTU	BAHIRDAR	OSS EXPERTS
49	BELAYNESH LIJALEM BAHETA	GONDER	OSS EXPERTS
50	WONDRAD ARAGIE AKELE	GONDER	OSS EXPERTS
51	YABEBAL MEZGEBU ALEHEGN	GONDER	CITY COORDINATOR
52	YOHANNES KIBUR DEFERE	DBREMARKOS	CITY EXPERT
53	LEMLEM MEKONEN DEYASO	DILLA	OSS EXPERTS
54	SINTAYEHU GIRMA ARGAW	DILLA	CITY COORDINATOR
55	NETSANET LEMMA SHAMENA	HAWASSA	OSS EXPERTS
56	REDIET CHERU MELESE	HAWASSA	OSS EXPERTS
57	MULUALEM ASFAW REGASA	JIMMA	OSS EXPERTS
58	HULLUFTI TAKA GIDEY	NEKEMTE	OSS EXPERTS

**(5) List of certified/to be certified Master Trainers to foster counselors**

As of March 2023

No.	Name	Organization	Position
1	Mr. Aster Tekle	BoTID	Entrepreneurship Development and Business Administration Team Leader
2	Mr. Mulugeta Ebisa	BoTID	Garment & Textile Team Leader
3	Mr. Fikiru Getachew	BoJCED	Agro processing Food and Beverage Expert
4	Mr. Marefiya Taye Worku	BoJCED	Building supply product Expert
5	Mr. Nurhusein Mohamed Ali	BoJCED	Construction and mining expert
6	Mr. Nurish Endale Habtemariam	BoJCED	Textile, leather and leather product Expert
7	Ms. Maeza Zewdu Kebede	BoJCED	Agro- Processing Expert
8	Mr. Estalu Baye Anley	FeSMMIPA	Senior Enterpreneourship Developmnet expert
9	Mr. Zemed Dagnie Kelikay	FeSMMIPA	Entrepreneurship Development Expert
10	Mr. Aschalew Sima Sebeta	FeSMMIPA	Counselling and Trade Development Service Team Leader
11	Mr. Minwuyelet Tegegne Belew	FeSMMIPA	Entrepreneurship Development Team Leader
12	Mr. Gessesew Kebede Tsegay	FeSMMIPA	Agro- Processing Senior Expert
13	Mr. Mebrahtu Tesfay Hadgu	JOBFSA	Trade and Service Development Higher Expert
14	Mr. Awoke Tsehay Belay	JOBFSA	Trade and Service Development Higher Expert
15	Mr. Behailu Alemayehu Geregiorgis	JOBFSA	Agro processing & Urban Agriculture Higher Expert
16	Mr. Melaku Woldeyohannes Bekele	JOBFSA	Urban Agriculture Development Higher Expert
17	Mr. Wendmaneh Jimma Belsty	JOBFSA	One Stop Service Supply Expert
18	Mr. Abiy Fisseha Moges	JOBFSA	Agro-processing & Urban Agriculture Higher Expert
19	Ms. Aster Seifu Yimer	JOBFSA	Citizen Engagement Director
20	Mr. Zewdu Getachew Kebede	JOBFSA	One Stop Service Supply Expert
21	Mr. Temesgen Mengist Alemu	JOBFSA	Best practice and Scale Expert
22	Mr. Seifu Kassu Fite	JOBFSA	Accounting and Audit Expert
23	Mr. Habitamu Guta	BoJCED	Building supply product Expert
24	Mr. Tefera Asefa	BoJCED	Textile, leather and leather product Expert
25	Mr. Abebe Abo	BoJCED	Construction and mining expert
26	Mr. Ahimed Hassen	BoJCED	Auditing expert
27	Mr. Tefera Asefa	BoJCED	Textile, leather and leather product Expert
28	Mr. Abebe Abo	BoJCED	Construction and mining expert
29	Mr. Ahimed Hassen	BoJCED	Auditing expert
30	Ms. Etenesh Megersa	BoJCED	Enterprise development leader
31	Mr. Yaregal Dejen	FeSMMIPA	Best practice Senior Expert
32	Mr. Atakilt Asmare	FeSMMIPA	Senior Textile Expert
33	Mr. Eshetu Hussen	JOBFSA	Senior One Stop Service Standardization Expert
34	Mr. Bacha Wakweya	JOBFSA	Urban Agriculture Higher Expert
35	Ms. Amaled Admasu	JOBFSA	Marketing Research Higher Expert
36	Mr. Achamyeleh Aklilu	JOBFSA	Market Study Expert

37	Mr.	Neway Altaye	JOBFSA	Job creation directorate Director
38	Mr.	Anteneh Mengistu	BoJCED	Director of the Advisory, Research and Project Preparation Directorate
39	Mr.	Tedla Atnafu	BoJCED	Consultation, Research and Project Preparation Team Leader
40	Ms.	Tezeta Terefe	BoJCED	Experience compiler and transition expert
41	Ms.	Mebrit Tsegay	BoJCED	Research and Promotion Expert
42	Mr.	Workineh Adamu	BoJCED	Capacity Building Support and Monitoring Specialist
43	Mr.	Habtamu Guta	BoJCED	Construction Sector Supervisor
44	Ms.	Hawa Mohamed	BoJCED	Urban Agriculture Sector Specialist
45	Mr.	Nebiyu Wudneh	BoJCED	Consultation, Research and Project Preparation Directorate
46	Mr.	Daniel Tibebu	BoJCED	Business Development Consulting Service Specialist
47	Mr.	Getamesay Teferi	BoJCED	Business Development Consulting Service Specialist
48	Mr.	Habtamu Chane	BoJCED	Technology Selection and Commissioning Consulting Service Specialist
49	Mr.	Salasib Kebede	BoJCED	Consultation, Research and Project Preparation Directorate
50	Mr.	Sisay Tesfaye	BoJCED	Consultation, Research and Project Preparation Directorate
51	Mr.	Shumete Niguse	BoJCED	Consultation, Research and Project Preparation Directorate
52	Mr.	Abera Asefa	BoJCED	Consultation, Research and Project Preparation Directorate

**(6) List of certified consultants**

As of March 2023

No.	Name	Institution	Consultant level	Remarks
1	Mr. Fikiru Getachew	Addis Ababa City	junior	
2	Mr. Shume Mengesha	BDS Advisor (EDI)	senior	Master Trainer
3	Ms. Shine Tesafe	BDS Advisor (EDI)	senior	Master Trainer
4	Mr. Moges Tassew	BDS Advisor (EDI)	junior	
5	Mr. Melaku Alemayehu Yihun	BDS Advisor (EDI)	senior	Master Trainer
6	Mr. Awraris Wondaferew	BDS Advisor (EDI)	junior	
7	Ms. Tiruneh Abebe	BDS Advisor (EDI)	senior	Master Trainer
8	Mr. Mengistu Anisa	BDS Advisor (EDI)	senior	Master Trainer
9	Mr. Zewdu Lake	BDS Advisor (EDI)	senior	
10	Ms. Ms. Kindye Essa	BDS Advisor (EDI)	junior	
11	Mr. Kibirom Kiros	BDS Advisor (EDI)	senior	Master Trainer
12	Mr. Kasa Ambaye	BDS Advisor (EDI)	junior	
13	Ms. Meseret Diriba	BDS Advisor (EDI)	junior	
14	Mr. Hailu Abebe	BDS Advisor (EDI)	junior	
15	Mr. Firew Hage	BDS Advisor (EDI)	senior	Master Trainer
16	Mr. Habtamu Solomon	BDS Advisor (EDI)	junior	
17	Mr. Getahun Kelemework	BDS Advisor (EDI)	senior	
18	Ms. Yissa Hassen	BDS Advisor (EDI)	junior	
19	Mr. Tesfaye Eba	BDS Advisor (EDI)	junior	
20	Mr. Demeke Chimdessa	BDS Advisor (EDI)	senior	Master Trainer
21	Mr. Dagim Woldie	BDS Advisor (EDI)	junior	
22	Mr. Buzeye Zegeye	BDS Advisor (EDI)	junior	
23	Mr. Fekadu Mekonnen	BDS Advisor (EDI)	junior	
24	Mr. Asnake Asrat	BDS Advisor (EDI)	senior	
25	Mr. Ageru Tadele	BDS Advisor (EDI)	senior	
26	Mr. Damene Abebe	BDS Advisor (EDI)	junior	
27	Mr. Yibeltal Elias Mekonen	BDS Advisor (EDI)	senior	Master Trainer
28	Mr. Fikadu Goshu	BDS Advisor (EDI)	junior	
29	Mr. Birhanu Asfaw	BDS Advisor (EDI)	junior	
30	Mr. Hailemariam Deslegn Abteu	CBE	senior	Master Trainer
31	Mr. Dawit Kassa Bedecho	CBE	senior	Master Trainer
32	Mr. Moti Arega Benti	CBE	senior	Master Trainer
33	Mr. Muluken Mebrat Abera	CBE	senior	Master Trainer
34	Mr. Tadiyos	FBIPIDI	senior	
35	Mr. Israel Gesese	FeSMMIPA	senior	
36	Mr. Tameru Hailu	FeSMMIPA	Senior	
37	Mr. Yeshidnber Lakew	FeSMMIPA	senior	
38	Mr. Natnael Nega	FeSMMIPA	junior	
39	Mr. Getahun Molla	FeSMMIPA	junior	
40	Mr. Fekadu Aklilu	FeSMMIPA	senior	
41	Mr. Biniyam Getachew	Individual Consultant	junior	
42	Mr. Essayas Mulat	MIDI	junior	
43	Mr. Shimeles Berhe	MIDI	junior	
44	Mr. Solomon Birhanu	Misrak Polytechnic College	senior	

No.	Name	Institution	Consultant level	Remarks
45	Mr. Eshetu Atrfo	Misrak Polytechnic College	junior	
46	Ms. Admasu Mamuye	Misrak Polytechnic College	senior	
47	Mr. Tessema Niguessie	Misrak Polytechnic College	senior	
48	Mr. Tewodoros Beyene	Misrak Polytechnic College	senior	Master Trainer
49	Ms. Zeree Godifey	Misrak Polytechnic College	junior	
50	Mr. Ansha Nuri	Misrak Polytechnic College	senior	
51	Mr. Melaku Woldeyohannes	MoLS	junior	
52	Mr. Hana Yosef	Nefas Silk Polytechnic College	junior	
53	Mr. Daniel Shiferaw	Private Consultant	senior	Master Trainer
54	Mr. Kumneger Mequanint	Private Consultant	senior	
55	Mr. Tesfamariam Legesse	WEDP	senior	



**(7) Attendance list of 1<sup>st</sup> JCC meeting**

No.	Institution	Name	Title
1	FeSMMIDA	Mr. Asfaw Abebe Eregnow	Director General
2	AA BoID	Mr. Ermias Kiros	Head of Bureau
3	AA BoMSEs	Mr. Jemal Jember	Head of Bureau
4	FeSMMIDA	Mr. Minwelet Tegegne	Team Leader
5	FeSMMIDA	Mr. Yemengwork	SMEFP
6	FeUJCFSA	Mr. Solomon Assefa	Deputy Director
7	FeUJCFSA	Mr. Belete Balla	Director, Enterprise Development
8	FeUJCFSA	Mr. Wondemagne Jimma	OSSC Director
9	FeUJCFSA	Mr. Mebratu Tesfaye	Expert
10	FeUJCFSA	Mr. Melaku Woldeyohannes	Leader of facilitation and capacity development
11	BoID	Mr. Mekonnen Desalegn	Advisor (Director's Office)
12	BoID	Mr. Etana Embiale	Director, Pharmaceuticals & Agro Processing
13	BoID	Mr. Bacha Chaka	Team Leader, Facilitation and capacity development
14	BoMSE	Mr. Awol Mohammed	Director, SME Promotion & Support
15	Bole sub-city	Mr. Alemu Haile	Director, ID office
16	Nefas sub-city	Mr. Hailekiros Girma	Team Leader, ID office
17	Nefas sub-city	Ms. Tesefaye Ejigu	Expert, ID office
18	JICA Head Quarter	Ms. Chigusa Seki	Program Officer
19	JICA Ethiopia Office	Mr. Takeshi Matsuyama	Deputy Chief Representative
20	JICA Ethiopia Office	Mr. Yasuto Kikuma	Representative
21	JICA Ethiopia Office	Mr. Hiroyuki Amaya	Project Formulation Officer
22	JICA Ethiopia Office	Mr. Gebeyehu Benti	Program Officer
23	JICA Ethiopia Office	Ms. Sara Sem	Project Coordinator
24	Project Team	Mr. Hideo Eguchi	Long-term expert, Chief Advisor
25	Project Team	Mr. Naonobu Fuwa	Long-term expert, Coordinator
26	Project Team	Mr. Ryuji Seno	Consultant, Chief
27	Project Team	Ms. Akiko Yoneyama	Consultant, Deputy Chief
28	Project Team	Ms. Kiyoko Sandambatake	Consultant, Women entrepreneurship support
29	Project Team	Mr. Daniel Shiferaw	Local Project Coordinator
30	Project Team	Ms. Helen Bekele	Local Project Assistant

**<Observer>**

No.	Institution	Name	Title
1	Embassy of Japan	Mr. Nobuhisa Edamura	Second Secretary
2	EKI	Ms. Nahoko Chiku	JICA Kaizen Project
3	MIDI	Mr. Aboma Tariku	Director
4	WEDP	Mr. Yohannes Solomon	Project Coordinator
5		Ms. Tsedey Asheber	Skills Development Specialist
6		Mr. Mohamed	

## (8) Attendance list of 2<sup>nd</sup> JCC meeting

No.	Organization	Name	Title
1	FeSMMIPA	Mr. Asfaw Abebe Eregnow	Director General
2	FeSMMIPA	Mr. Haddish Hallefom Tsegae	Deputy Director General
3	FeSMMIPA	Mr. Israel Gesesse	Director, Entrepreneurship Development
4	FeUJCFSA	Mr. Bekele Mengistu Tesema	Deputy Director General
5	FeUJCFSA	Mr. Belete Balla	Director, Enterprise Development
6	FeUJCFSA	Mr. Eshetu Hussen	One Stop Service Standardization Senior Expert
7	AA-BoID	Mr. Tazer Gebre-Egziabher	Head of Bureau
8	AA-BoJCED	Mr. Asmerom	Deputy Bureau Head of Enterprise development and supporting department
9	ETIDI	Mr. Sileshi Lemma	Director General
10	FBPIDI	Mr. Salomon Tadele	Director General
11	MIDI	Mr. Mesayneh Wubshet	Special advisor of Director General
12	EMI	Ms. Weubamlak Eshetu	Director General
13	Addis Ababa TVET Agency	Mr. Teklu Soki	Vice Director
14	Akaki Polytechnique College	Ms. Serikalem Getachew	Industry Extension Vice Dean
15	Misrak Polytechnique College	Mr. Yohannes Hunduma	College Dean
16	CBE	Ms. Fikirte Gashaw	SME Financing Director
17	AEMFI	Mr. Teshome Kebede	Executive Director
18	Addis Capital	Mr. Assefa Kahsay	Capital purchasing director
19	EDC	Mr. Hassen Hussein	CEO
20	EDC	Mr. Henok Laike	BDS Manager
21	WEDP	Mr. Yohannes Solomon	Project Coordinator
22	WEDP	Ms. Tsedey Asheber	Advisor
23	Embassy of Japan	Mr. Nobuhisa Edamura	First Secretary
24	JICA Headquarter	Mr. Toru Homma	Senior Advisor (Private Sector Development)
25	JICA Headquarter	Mr. Hironobu Murakami	Deputy Director General, Economic Development Department
26	JICA Headquarter	Mr. Keiji Katai	Director, Private Sector Development Group, Economic Development Department
27	JICA Headquarter	Mr. Kenji Ishizuka	Deputy Director, Private Sector Development Group, Economic Development Department
28	JICA Headquarter	Ms. Saki Ito	Assistant Director, Private Sector Development Group, Economic Development Department
29	JICA Headquarter	Ms. Sachiko Hara	Special Advisor, Private Sector Development Group, Economic Development Department
30	JICA Ethiopia Office	Mr. Takeshi Matsuyama	Deputy Chief Representative
31	JICA Ethiopia Office	Mr. Masaki Wakai	Representative
32	JICA Ethiopia Office	Mr. Hiroyuki Amaya	Project Formulation Officer
33	Project Team	Mr. Hideo Eguchi	Long-term expert, Chief Advisor
34	Project Team	Mr. Naonobu Fuwa	Long-term expert, Coordinator
35	Project Team	Mr. Ryuji Seno	Consultant, Chief
36	Project Team	Ms. Akiko Yoneyama	Consultant, Deputy Chief
37	Project Team	Mr. Akihiro Tsukamoto	Consultant, BDS Provision System
38	Project Team	Ms. Tamaki Tanaka	Consultant, BDS HRD
39	Project Team	Ms. Kiyoko Sandambatake	Consultant, Coordinator
40	Project Team	Mr. Daniel Shiferaw	Local Project Coordinator
41	Project Team	Ms. Helen Bekele	Local Project Assistant
42	Project Team	Mr. Kumneger Mequanint	Local Project Consultant

**(9) Attendance list of 3<sup>rd</sup> JCC meeting**

No.	Organization	Name	Title
1	FeSMMIPA	Mr. Asfaw Abebe Eregnew	Director General
2		Mr. Estaleu Baye	Director, Entrepreneurship Development
3	AA-BoID	Ms. Wogayehu	Deputy Bureau Head
4	AA-BoJCED	Mr. Anteneh Mengistu	Director, Research, counselling and project preparation directorate
5		Mr. Tedla Atnafu	Group Leader
6	CCIDI	Mr. Samuel Halala	Director General
7	DBE	Mr. Mr. Yime	Vice President
8	CBE	Mr. Muluneh Aboye	Vice President
9	SMEFP	Ms. Yemenzwork Girefie	Project Coordinator
10	WEDP	Mr. Yohannes Solomon	Project Coordinator
11	Nefas Silk Polytechnique College	Mr. Melese Yigzaw	College Dean
12	Embassy of Japan	Mr. Nobuhisa Edamura	FirstSecretary
13	JICA Headquarter	Mr. Keiji Katai	Director, Private Sector Development Group, Economic Development Department
14		Ms. Naoko Matsuda	Associate Expert, Private Sector Development Group, Economic Development Department
15	JICA Ethiopia Office	Ms. Megumi Hirose	Deputy Chief Representative
16		Mr. Hiroyuki Amaya	Project Formulation Officer
17	Project on Establishing Comprehensive Support System for Enhancing Firm Competitiveness	Mr. Haruki Mizuno	Chief advisor leader, Organizational an institutional development ; Service delivery mechanism;
18		Mr. Kozo Sakai	Comprehensive consulting services (quality and productivity improvement)
19	BDS Project Team	Mr. Ryuji Seno	Consultant, Chief
20		Ms. Akiko Yoneyama	Consultant, Deputy Chief
21		Mr. Akihiro Tsukamoto	Consultant, BDS Provision System
22		Ms. Tamaki Tanaka	Consultant, BDS HRD
23		Ms. Kiyoko Sandambatake	Consultant, Coordinator
24		Mr. Daniel Shiferaw	Local Project Coordinator
25		Ms. Helen Bekele	Local Project Assistant
26		Mr. Kumneger Mequanint	Local Project Consultant
27		Mr. Fistum	Local Project Consultant

(10) Attendance list of 4<sup>th</sup> JCC meeting

No.	Organization	Name	Title
1	FeSMMIPA	Mr. Asfaw Abebe Eregnew	Director General
2	JOBFSA	Mr. Gebremeskel Challa	Director General
3	FeSMMIPA	Mr. Minwyetlet Tegegne	Team leader
4	JOBFSA	Mr. Belete Balla	Director, Enterprise Development
5	BoJCED	Mr. Salasib Kebede	BDS officer, Department of Counseling, Research and Project Preparation Directorate
6	EDC	Mr. Hassen Hussein	CEO
7	EDC	Mr. Henok Laike	BDS Manager
8	CCIDI	Mr. Samuel Halala	Director General
9	WEDP	Mr. Yohannes Solomon	Project Coordinator
10	EKI	Mr. Asnake Gudisa	Director General (Acting)
11	EKI	Mr. Andualem Ayele	Project coordinator
12	Nefas Silk Polytechnique College	Mr. Melese Yigzaw	College Dean
13	Embassy of Japan	Mr. Akbar Tasmin	Second Secretary
14	JICA Headquarter	Mr. Toru Homma	Senior Advisor (Private Sector Development)
15	JICA Headquarter	Mr. Hironobu Murakami	Deputy Director General, Economic Development Department
16	JICA Headquarter	Ms. Naoko Matsuda	Associate Expert, Team2 Private Sector Development Group Economic Development Department
17	JICA Ethiopia Office	Ms. Megumi Hirose	Senior Representative
18	JICA Ethiopia Office	Ms. Mai Toguchi	Representative
19	Project for Establishing Comprehensive Support System for Enhancing Firm Competitiveness In the Federal Democratic Republic of Ethiopia	Mr. Haruki Mizuno	Chief advisor
20		Mr. Seiji Sugimoto	JICA Expert
21		Mr. Kozo Sakai	JICA Expert
22		Mr. Takamichi Ide	JICA Expert
23		Ms. Nahoko Chiku	JICA Expert
24	Project Team	Mr. Ryuji Seno	JICA Expert, Chief Consultant
25	Project Team	Ms. Akiko Yoneyama	JICA Expert, Deputy Chief Consultant
26	Project Team	Mr. Akihiro Tsukamoto	JICA Expert, BDS Provision System
27	Project Team	Ms. Mikiko Kano	JICA Expert, BDS HRD
28	Project Team	Ms. Kiyoko Sandambatake	JICA Expert, Women Entrepreneurship / Coordinator
29	Project Team	Mr. Daniel Shiferaw	Local Project Coordinator
30	Project Team	Ms. Helen Bekele	Local Project Assistant
31	Project Team	Mr. Kumneger Mequanint	Local Project Consultant
32	Project Team	Mr. Fitsum Dagmawi	Local Project Consultant

**(11) Attendance list of 5<sup>th</sup> JCC meeting**

No.	Organization		Name	Title
<b>Ethiopian Side</b>				
1	MoLS	Mr.	Nigusse Tilahun	State Minister
2	MoLS	Mr.	Belete Balla	Director, Enterprise Development
3	MoLS	Mr.	Zerihun Gashaw	Skill Development Director
4	MoLS	Mr.	Mesfin Manuka	Expert
5	EDI	Mr.	Hassen Hussein	CEO
6	EDI	Mr.	Henok Laike	BDS Manager
7	EDI/WEDP	Mr.	Tesfamariam Legesse	
8	AA. BoLEID	Mr.	Getachew Zenebe	Team Leader
9	AA. BoLEID	Mr.	Nurhussien Mohamed Ali	Team Leader
10	Bole Woreda 5	Mr.	Endale Kassa	Woreda Vice Head
11	Bole Woreda 7	Mr.	Ambelu Atnafu	Team Leader
12	Akaki Kality Woreda 6	Mr.	Kefelegn Mengesha	Team leader
13	Nefas Silk Laft Woreda 13	Mr.	Addise Getinet	Woreda Vice Head
14	Addis Ababa TVET Institute	Mr.	Tadele	Director General
15	Akaki Polytechnique College	Ms.	Yirgalem	Industry Extension Vice Dean
16	Misrak Polytechnique College	Mr.	Yohannes Hunduma	College Dean
17	KEC (Kaizen Excellence Center)	Mr.	Asnake Gudisa	Center Manager
18	Chemical and Construction Inputs Industry Research and Development center	Mr.	Yonas Abate	Vice General Director
19	Chemical and Construction Inputs Industry Research and Development center	Ms.	Simret Girma	Vice General Director
20	Chemical and Construction Inputs Industry Research and Development center	Mr.	Birtukan Eshete	
21	Food and Beverage Industry Research and Development Center	Mr.	Tadyeous Derbe	Director
22	Textile and Garment Industry Research and Development Center	Mr.	Samson Tesfaye	
23	Plastic and Rubber Association	Mr.	Ayele Afsaw	Board Member
24	CBE	Mr.	Kasahun Shiferaw	Director
25	CBE	Mr.	Takele Hunde	Relationship Manager
26	Addis Capital	Mr.	Mesfin Abera Shume	Deputy Managing Director

No.	Organization		Name	Title
Japanese side				
27	Embassy of Japan	Mr.	Hiroyuki Takahashi	Second Secretary
28	JICA Ethiopia Office	Ms.	Megumi Hirose	Senior Representative
29	JICA Ethiopia Office	Ms.	Sakiko Kurosaka	Project Formulation Advisor (Private Sector Development)
30	JICA Ethiopia Office	Mr.	Gebeyehu Benti	Staff, Private Sector Development Unit
31	BDS Project	Mr.	Ryuji Seno	Chief Consultant
32	BDS Project	Ms.	Akiko Yoneyama	Deputy Chief Consultant
33	BDS Project	Mr.	Akihiro Tsukamoto	BDS Provision System Development
34	BDS Project	Ms.	Mikiko Kano	HRD for BDS Provision 4
35	BDS Project	Ms.	Kiyoko Sandambatake	Womens' Entrepreneurship
36	BDS Project	Mr.	Daniel Shiferaw	Project Local Coordinator
37	BDS Project	Mr.	Kumneger Mequanint	Project Local Consultant
38	BDS Project	Mr.	Fitsum Dagmawi	Project Assistant

(12) Attendance list of 6<sup>th</sup> JCC meeting

No.	Organization		Name	Title
<b>Ethiopian Side</b>				
1	MoLS	H.E.	Nigussu Tilahun	State Minister
2	Mol	Mr.	Asfaw Abebe	Minister Advisor
3	MoLS	Mr.	Belete Balla	Director, Enterprise Development
4	EDI	Dr.	Hassen Hussein	CEO
5	EDI	Mr.	Henok Laike	BDS Manager
6	EDI/WEDP	Mr.	Yohannes Solomon	National Coordinator
7	AA. BoLEID	Mr.	Izadin Musbah	Director (Manufacturing)
8	AA. BoLEID	Mr.	Mikiyas Mulugeta	Director (Enterprise Support)
9	AA. BoLEID	Mr.	Norhsien Mohamedali	Team Leader and Focal person of OSSC
10	Akaki Kality Subcity	Mr.	Abraham Gebeyehu	Subcity Vice Head
11	KEC (Kaizen Excellence Center)	Mr.	Andualem Ayele	Kaizen Project coordinator
12	Federal TVET Institute	Ms.	Sewasew	BDS Director
13	Akaki Polytechnique College	Mr.	Tsagale Adugna	College Dean
14	Nefas Silk Polytechnique College	Ms.	Adugna	College Dean
15	Chemical and Construction Inputs Industry Research and Development center	Mr.	Fekadu Abate	Center Manager
16	Food and Beverage Industry Research and Development Center	Mr.	Tadyeous Derbe	Director
17	Textile and Garment Industry Research and Development Center	Mr.	Niguse Godana	Center Manager
18	Manufacturing Technology and Engineering Industry Research & Development Center	Mr.	Yared Negusie	Director
19	CBE	Mr.	Netsanet Yirga	Director
20	Addis Capital	Mr.	Mesfin Abera Shume	Deputy Managing Director
21	Nefas Silk woerda #8	Mr.	Laikemariam Emias	Wood and metal expert (MSMEs counselor)
22	Yidnekachew Sisay, Wubet & Binyam Partnership	Mr.	Sisay	Enterprise owner
<b>Japanese side</b>				
23	JICA Ethiopia Office	Mr.	Katsuki Morihara	Chief Representative
24	JICA Ethiopia Office	Ms.	Sakiko Kurosaka	Project Formulation Advisor (Private Sector Development)
25	JICA Ethiopia Office	Mr.	Gebeyehu Benti	Staff, Private Sector Development Unit
26	JICA Heardquater	Mr.	Toru Homma	Senior Advisor
27	JICA Heardquater	Ms.	Megumi Hirano	Private Sector Development Group Economic Development Department
28	KEC (Kaizen Excellence Center)	Mr.	Haruki Mizuno	JICA expert chief advisor
29	BDS Project	Mr.	Ryuji Seno	Chief Consultant
30	BDS Project	Ms.	Kiyoko Sandambatake	Womens' Entrepreneurship
31	BDS Project	Mr.	Daniel Shiferaw	Project Local Coordinator
32	BDS Project	Mr.	Kumneger Mequanint	Project Local Consultant
33	BDS Project	Mr.	Fitsum Dagmawi	Project Local Consultant
34	BDS Project	Ms.	Helen Bekele	Project Assistant





## **ANNEX 2. Lists of Products Produced by the Project**



**List of products**

1. Training material for MSMEs counselors
2. Training material for master trainers to foster MSMEs consultants
3. Training material (PDF) for MSMEs Junior consultants
4. Promotional materials
5. Users Guide of Quick Diagnosis Tool
6. BDS Technical Guidelines



## **ANNEX 3. PDM**




(1) **PDM (ver.0)**

**Project Title: Project on Business Development Services (BDS) Enhancement for Enterprise Growth**

**Period of Project: from April, 2018 to March, 2021(Three (3) years)**

**Project Site: Addis Ababa City**


Version 0.0  
Dated 16 August 2017

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumption
<b>Overall Goal</b> Ethiopian MSMEs receive high quality BDS provided through BDSPs(*1) network and its' business are enhanced (both in target woreda and other areas) (*1)BDSPs:Business Development Services Providers are which FeSMMIDA and FeUJCFSA collaborate which providing BDS.	<ul style="list-style-type: none"> <li>The organized implementation set-up for BDS provision is scaled up to national level.</li> <li>The graduation rates from micro to small and from small to medium are</li> </ul>	<ul style="list-style-type: none"> <li>National implementation set-up for BDS provision</li> <li>MSEs annual statistics</li> </ul>	
<b>Project Purpose</b> Ethiopian MSMEs receive high quality BDS through BDSPs network in target areas.	<ul style="list-style-type: none"> <li>At least 50% of the MSMEs provided with BDS record positive business results (e.g. increase of capital).</li> <li>At least 80 % of the MSMEs provided with BDS are satisfied with the services.</li> </ul>	<ul style="list-style-type: none"> <li>M&amp;E data</li> <li>Satisfaction survey</li> </ul>	1.Governmental policy on MSMEs promotion is not changed. 2.Ethiopian Government continuously provides budget to support MSMEs.
<b>Outputs</b>  1.The capacity of FeSMMIDA and FeUJCFSA to develop strategic plan for MSMEs support is strengthened. (FeSMMIDA and FeUJCFSA).  2.Implementation set-up for BDS provision in collaboration with BDSPs is developed and operated. (FeSMMIDA and FeUJCFSA, Bol, BoMSEs in collaboration with sub-city and woreda).  3.The capacity of OSSCs staff to support MSMEs is strengthened. (sub-cities and woredas).	<ul style="list-style-type: none"> <li>Strategic Plan for MSMEs support is developed by FeSMMIDA and FeUJCFSA and approved by the authorized parties.</li> <li>Operational manuals are developed.</li> <li>Trainings are provided for at least 80% of the staff members relevant to BDS in the targeted sub-cities and woreda/OSSCs.</li> <li>Qualification system for BDS advisors is prepared and tested.</li> <li>At least 50% of MSMEs (including at least 75% of MSMEs owned by women) in the targeted areas are provided with BDS.</li> </ul>	<ul style="list-style-type: none"> <li>Approval of the Strategic Plan</li> <li>Operational manuals</li> <li>Training reports.</li> <li>Qualification system.</li> <li>Work record of OSSCs.</li> </ul>	Business environment surrounding Ethiopian MSMEs does not drastically change.  Neither Ethiopian counterparts nor developed trainers resign.
<b>Activities</b>	<b>Inputs</b>		<b>Important Assumption</b>
1-1 FeSMMIDA and FeUJCFSA analyze the situation and challenges of MSMEs. 1-2 FeSMMIDA and FeUJCFSA develop strategic plan to support MSMEs and short & medium term action plan inc. overall framework on BDS provision for MSMEs' support (setting BDS menu, level, identifying BDSPs including private sector). 1-3 FeSMMIDA and FeUJCFSA disseminate the strategic plan to relevant organizations. 2-1 Utilizing outputs from 1-2, FeSMMIDA and FeUJCFSA, Bol, BoMSEs develop OSSC operational structure model on BDS provision for MSMEs by OSSC counselors.  2-2 FeSMMIDA and FeUJCFSA in collaboration with Bol and BoMSEs prepare training curriculum and materials such as (1)Business matching opportunities, etc.(2)MSMEs counseling with basic diagnosis tools, (3) Preparation of MSMEs support plan, (4)Guiding to BDSPs based on (3) and BDSPs network based on 2-1, for staff at OSSC (to be OSSC counselors). 2-3 FeSMMIDA and FeUJCFSA, Bol, BoMSE conduct trainings for staffs of model City/sub-city/OSSC (and BDSPs.), based on 2-2, inc. certifying the staff to be OSSC counselors. 2-4 FeSMMIDA in collaboration with FeUJCFSA prepare the concept framework on accreditation system for National BDS Consultants inc. defining required skills, identifying potential BDSPs, planning necessary trainings.etc. 2-5 Based on 2-4, FeSMMIDA in collaboration with FeUJCFSA facilitate necessary trainings and trial tests for potential BDSPs to be National BDS Consultants. 2-6 FeSMMIDA and FeUJCFSA strengthen BDS provision M&E system inc. assessing impact of BDS on MSMEs and Promotion system to MSMEs in Ethiopia. 2-7 FeSMMIDA and FeUJCFSA facilitate BDSPs Network meeting regularly to share MSMEs information & the information on sector trend.  3-1 Selected staff of OSSC receive trainings on OSSC operation/management, and (1)Business matching opportunities, etc. (2)MSMEs counseling with basic diagnosis tools, (3)Preparation of MSMEs support plan,(4)Guiding to BDSPs based on (3)and BDSPs networking.  3-2 Staff of OSSC conduct Business Matching and Transformation Awareness Seminars and finalize target MSMEs. (Special attention to business owned by women).  3-3. Staff of OSSC provide counseling to MSMEs with Basic Diagnosis tools to identify the gaps of business development, prepare service provision plan and connect BDSPs to target MSMEs through OJT. 3-4 Staff of OSSC take exam for certification of OSSC counselors.		<p style="text-align: center;"><b>Ethiopian Side</b></p> 1)Counterpart and Administrative Personnel <ul style="list-style-type: none"> <li>Project Directors (Director General of FeSMMIDA and FeUJCFSA)</li> <li>Project Managers (Directors of Entrepreneurship Dev. Department, FeSMMIDA and FeUJCFSA)</li> <li>Deputy Project Managers (Heads of BoID and BoMSEs)</li> </ul> 2)Facilities (office space and training venues) 3)Available data and information related to the Project 4)Recurrent costs  5)Cost of project activities necessary cost for the implementation of the Project  <p style="text-align: center;"><b>Japanese Side</b></p> 1)Japanese Experts (JICA Experts) Expertise of the members will include but not limited to the following: <ul style="list-style-type: none"> <li>MSMEs policy</li> <li>BDS provision system for MSMEs</li> <li>Human Resource development on BDS provision for MSMEs(1)</li> <li>Human Resource development on BDS provision for MSMEs(2)</li> <li>Training Management/Project Coordinator (Long term Expert)</li> </ul> 2)Counterpart training in Japan and third country 3)Basic equipment necessary for implementation of the Project 4)Two vehicles. 5)Cost of Project activities necessary cost for the implementation of the Project	<p style="text-align: center;"><b>Pre-Conditions</b></p> 1.FeSMMIDA, FeUJCFSA, OSW secure budget and human resources necessary to implement MSMEs support activities. 2."The Strategy and Policy Actions for Supporting MSMEs" are approved by Ethiopian government.  <div style="text-align: center;">  </div> <p style="text-align: center;"><b>Issues and countermeasures</b></p>

(2) PDM (ver.1)

**Project Title:** Project on Business Development Services (BDS) Enhancement for Enterprise Growth  
**Period of Project:** from September, 2018 to September, 2021(Three (3) years).  
**Project Site:** Addis Ababa City

Version 1.0  
 Dated 30 Jan,2019

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumption
<b>Overall Goal</b> Ethiopian MSMEs receive high quality BDS provided through BDSPs(*1) network and its' business are enhanced (both in target woreda and other areas) (*1)BDSPs: Business Development Services Providers are which FeSMMIDA and FeUJCFSA collaborate when providing BDS.	<ul style="list-style-type: none"> <li>The organized implementation set-up for BDS provision is scaled up to national level.</li> <li>The graduation rates from micro to small and from small to medium are accelerated.</li> </ul>	<ul style="list-style-type: none"> <li>National implementation set-up for BDS provision</li> <li>MSMEs annual statistics</li> </ul>	
<b>Project Purpose</b> Ethiopian MSMEs receive high quality BDS through BDSPs network in target areas.	<ul style="list-style-type: none"> <li>At least 50% of the MSMEs provided with BDS record positive business results (e.g. increase of capital).</li> <li>At least 80 % of the MSMEs provided with BDS are satisfied with the services.</li> </ul>	<ul style="list-style-type: none"> <li>M&amp;E data</li> <li>Satisfaction survey</li> </ul>	1.Governmental policy on MSMEs promotion is not changed. 2.Ethiopian Government continuously provides budget to support MSMEs.
<b>Outputs</b> 1.The capacity of FeSMMIDA and FeUJCFSA to develop strategic plan for MSMEs support is strengthened. (FeSMMIDA and FeUJCFSA).	<ul style="list-style-type: none"> <li>Strategic Plan for MSMEs support is developed by FeSMMIDA and FeUJCFSA and approved by the authorized parties.</li> </ul>	<ul style="list-style-type: none"> <li>Approval of the Strategic Plan</li> </ul>	Business environment surrounding Ethiopian MSMEs does not drastically change.
2.Implementation set-up for BDS provision in collaboration with BDSPs is developed and operated. (FeSMMIDA and FeUJCFSA, A.A.-BoID, A.A.-BoMSEs in collaboration with sub-city and woreda).	<ul style="list-style-type: none"> <li>Operational manuals are developed.</li> <li>Trainings are provided for at least 80% of the staff members relevant to</li> <li>Qualification system for MSMEs counselors and MSMEs consultants is prepared and tested.</li> </ul>	<ul style="list-style-type: none"> <li>Operational manuals</li> <li>Training reports</li> <li>Qualification system</li> </ul>	Neither Ethiopian counterparts nor developed trainers resign.
3. The capacity of staff at sub-city and woreda to support MSMEs is strengthened. (sub-cities and woredas).	Annual number of enterprises supported by MSMEs counselors in target woredas and sub-cities is XX (base is current number)  More than XX MSMEs counselors in target woredas and sub-cities pass the exam and are registered as MSMEs counselors.	<ul style="list-style-type: none"> <li>Work record of sub-cities and woredas</li> </ul>	
Activities	Inputs		Important Assumption
1-1 FeSMMIDA and FeUJCFSA analyze the situation and challenges of MSMEs. 1-2 FeSMMIDA and FeUJCFSA develop strategic plan to support MSMEs and short & medium term action plan inc. overall framework on BDS provision for MSMEs' support (setting BDS menu, level, identifying BDSPs including private sector). 1-3 FeSMMIDA and FeUJCFSA disseminate the strategic plan to relevant organizations. 2-1 Utilizing outputs from 1-2, FeSMMIDA and FeUJCFSA, A.A-BoI, A.A-BoMSEs develop BDS provision model for MSMEs by MSMEs counselors. 2-2 FeSMMIDA and FeUJCFSA in collaboration with A.A.-BoID and A.A.-BoMSEs prepare training curriculum and materials such as (1)Business matching opportunities, etc.(2)MSMEs counseling with basic diagnosis tools, (3) Preparation of MSMEs support plan, (4)Guiding to BDSPs based on (3) and BDSPs network based on 2-1, for staff at Woreda and Sub-city (to be MSME counselors). 2-3 FeSMMIDA and FeUJCFSA, A.A-BoID, A.A.-BoMSEs conduct trainings for staffs of model City/sub-city/OSSC (and BDSPs.), based on 2-2, inc. certifying the staff to be MSME counselors. 2-4 FeSMMIDA in collaboration with FeUJCFSA prepare the concept framework on accreditation system for MSMEs Consultants inc. defining required skills, identifying potential BDSPs, planning necessary trainings, etc. 2-5 Based on 2-4, FeSMMIDA in collaboration with FeUJCFSA facilitate necessary trainings and trial tests for potential BDSPs to be MSMEs Consultants. 2-6 FeSMMIDA and FeUJCFSA strengthen BDS provision M&E system inc. assessing impact of BDS on MSMEs and Promotion system to MSMEs in Ethiopia. 2-7 FeSMMIDA and FeUJCFSA facilitate BDSPs Network meeting regularly to share MSMEs information & the information on sector trend. 2-8 FeSMMIDA and FeUJCFSA promote innovative entrepreneurs, and design the structure of the financial mechanism. 2-9 FeSMMIDA, FeUJCFSA, A.A.-BoID, and A.A.-BoMSEs facilitate the intensive supports including KAIZEN and/or other types of BDS to selected enterprises (Hand Holding). 3-1 Selected staff of sub-city and woreda receive trainings on MSMEs counselling, and (1)Business matching opportunities, etc. (2)MSMEs counseling with basic diagnosis tools, (3)Preparation of MSMEs support plan,(4)Guiding to BDSPs based on (3)and BDSPs networking. 3-2 Staff of sub-city and woreda conduct Business Matching and Transformation Awareness Seminars and finalize target MSMEs. (Special attention to business owned by women). 3-3. Staff of sub-city and woreda provide counseling to MSMEs with Basic Diagnosis tools to identify the gaps of business development, prepare service provision plan and connect BDSPs to target MSMEs through OJT. 3-4 Staff of sub-city and woreda take exam for certification of MSMEs counselors.		<p style="text-align: center;"><b>Ethiopian Side</b></p> 1)Counterpart and Administrative Personnel <ul style="list-style-type: none"> <li>Project Directors (Director General of FeSMMIDA and FeUJCFSA)</li> <li>Project Managers (Directors of Entrepreneur Dev. Department, FeSMMIDA and Director of Enterprise Dev. Department, FeUJCFSA)</li> </ul> <ul style="list-style-type: none"> <li>Deputy Project Managers (Heads of BoID and BoMSEs)</li> </ul> 2)Facilities (office space and training venues) 3)Available data and information related to the Project 4)Recurrent costs 5)Cost of project activities necessary cost for the implementation of the Project  <p style="text-align: center;"><b>Japanese Side</b></p> Japanese Side 1) Japanese Experts (JICA Experts) 1-1) Long-term expert: <ul style="list-style-type: none"> <li>Chief advisor</li> <li>Project Coordinator /Entrepreneurship support</li> </ul> 1-2) Consultant: <ul style="list-style-type: none"> <li>Chief consultant/ MSMEs policy &amp; entrepreneurship support (1)</li> <li>Deputy chief consultant/ MSMEs policy &amp; entrepreneurship support (2)</li> </ul> <ul style="list-style-type: none"> <li>Establishment and Strengthening BDS provision system for MSMEs</li> <li>Human Resource development on BDS provision for MSMEs (1)</li> <li>Human Resource development on BDS provision for MSMEs (2)</li> <li>Human Resource development on BDS provision for MSMEs (3)</li> </ul> <ul style="list-style-type: none"> <li>Support on women's entrepreneurship support /Project Coordinator</li> </ul> 2) Counterpart training in Japan and third country 3) Basic equipment necessary for implementation of the Project 4) Three vehicles. 5) Cost of Project activities: necessary cost for the implementation of the Project	<p style="text-align: center;"><b>Pre-Conditions</b></p> 1.FeSMMIDA, FeUJCFSA secure budget and human resources necessary to implement MSMEs support activities. 2.The Strategy and Policy Actions for Supporting MSMEs* are approved by Ethiopian government.  <div style="text-align: center;">  </div> <p style="text-align: center;"><b>&lt;Issues and countermeasures&gt;</b></p>



(3) PDM (ver.2)

**Project Title: Project on Business Development Services (BDS) Enhancement for Enterprise Growth**

**Period of Project: from September, 2018 to September, 2022 (Four (4) years)**

**Project Site: Addis Ababa City**

Version 2.0

Dated June 14, 2021

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumption
<p><b>Overall Goal</b> Ethiopian MSMEs receive high quality BDS provided through BDSPs(*1) network and its' business are enhanced (both in target woreda and other areas) (*1)BDSPs: Business Development Services Providers are which FeSMMIPA and JOBFSAs collaborate which providing BDS.</p>	<ul style="list-style-type: none"> <li>The organized implementation set-up for BDS provision is scaled up to national level.</li> <li>The graduation rates from micro to small and from small to medium are accelerated.</li> </ul>	<ul style="list-style-type: none"> <li>National implementation set-up for BDS provision</li> <li>MSEs annual statistics</li> </ul>	
<p><b>Project Purpose</b> Ethiopian MSMEs receive high quality BDS through BDSPs network in target areas.</p>	<ul style="list-style-type: none"> <li>At least 50% of the MSMEs provided with BDS record positive business results (e.g. increase of capital).</li> <li>At least 80 % of the MSMEs provided with BDS are satisfied with the services.</li> </ul>	<ul style="list-style-type: none"> <li>M&amp;E data</li> <li>Satisfaction survey</li> </ul>	<p>1.Governmental policy on MSMEs promotion is not changed. 2.Ethiopian Government continuously provides budget to support MSMEs.</p>
<p><b>Outputs</b></p> <p>1.The capacity of FeSMMIPA and JOBFSAs to develop strategic plan for MSMEs support is strengthened (FeSMMIPA and JOBFSAs).</p> <p>2.Implementation set-up for BDS provision in collaboration with BDSPs is developed and operated. (FeSMMIPA and JOBFSAs, A.A.-BoID, A.A.-BoJCED in collaboration with sub-city and woreda).</p> <p>3. The capacity of staff at sub-city and woreda to support MSMEs is strengthened. (sub-cities and woredas).</p>	<ul style="list-style-type: none"> <li>Strategic Plan for MSMEs support is developed by FeSMMIPA and JOBFSAs and approved by the authorized parties.</li> <li>Operational manuals are developed.</li> <li>Trainings are provided for at least 80% of the staff members relevant to BDS in the targeted sub-cities and woredas.</li> <li>Qualification system for MSMEs counselors and MSMEs consultants is prepared and tested.</li> </ul> <p>Annual number of enterprises supported by MSMEs counselors in target woredas and sub-cities is XX (base is current number)</p> <p>More than XX MSMEs counselors in target woredas and sub-cities pass the exam and are registered as MSMEs counselors.</p>	<ul style="list-style-type: none"> <li>Approval of the Strategic Plan</li> <li>Operational manuals</li> <li>Training reports</li> <li>Qualification system</li> <li>Work record of sub-cities and woredas</li> </ul>	<p>Business environment surrounding Ethiopian MSMEs does not drastically change.</p> <p>Neither Ethiopian counterparts nor developed trainers resign.</p>
<b>Activities</b>	<b>Inputs</b>	<b>Ethiopian Side</b>	<b>Important Assumption</b>
<p>1-1 FeSMMIPA and JOBFSAs analyze the situation and challenges of MSMEs.</p> <p>1-2 FeSMMIPA and JOBFSAs develop strategic plan to support MSMEs and short &amp; medium term action plan inc. overall framework on BDS provision for MSMEs' support (setting BDS menu, level, identifying BDSPs including private sector).</p> <p>1-3 FeSMMIPA and JOBFSAs disseminate the strategic plan to relevant organizations.</p> <p>2-1 Utilizing outputs from 1-2, FeSMMIPA and JOBFSAs, A.A.-BoID, A.A.-BoJCED develop BDS provision model for MSMEs by MSMEs counselors.</p> <p>2-2 FeSMMIPA and JOBFSAs in collaboration with A.A.-BoID and A.A.-BoJCED prepare training curriculum and materials such as (1)Business matching opportunities, etc.(2)MSMEs counseling with basic diagnosis tools, (3) Preparation of MSMEs support plan, (4)Guiding to BDSPs based on (3) and BDSPs network based on 2-1, for staff at Woreda and Sub-city (to be MSME counselors).</p> <p>2-3 FeSMMIPA and JOBFSAs, A.A.-BoID, A.A.-BoJCED conduct trainings for staffs of model City/sub-city/OSSC (and BDSPs.), based on 2-2, inc. certifying the staff to be MSME counselors.</p> <p>2-4 FeSMMIPA in collaboration with JOBFSAs prepare the concept framework on accreditation system for MSMEs Consultants inc. defining required skills, identifying potential BDSPs, planning necessary trainings, etc.</p> <p>2-5 Based on 2-4, FeSMMIPA in collaboration with JOBFSAs facilitate necessary trainings and trial tests for potential BDSPs to be MSMEs Consultants.</p> <p>2-6 FeSMMIPA and JOBFSAs strengthen BDS provision M&amp;E system inc. assessing impact of BDS on MSMEs and Promotion system to MSMEs in Ethiopia.</p> <p>2-7 FeSMMIPA and JOBFSAs facilitate BDSPs Network meeting regularly to share MSMEs information &amp; the information on sector trend.</p> <p>2-8 FeSMMIPA and JOBFSAs promote innovative entrepreneurs, and design the structure of the financial mechanism.</p> <p>2-9 FeSMMIPA, JOBFSAs, A.A.-BoID, and A.A.-BoJCED facilitate the intensive supports including KAIZEN and/or other types of BDS to selected enterprises (Hand Holding).</p> <p>3-1 Selected staff of sub-city and woreda receive trainings on MSMEs counselling, and (1)Business matching opportunities, etc. (2)MSMEs counseling with basic diagnosis tools, (3)Preparation of MSMEs support plan,(4)Guiding to BDSPs based on (3)and BDSPs networking.</p> <p>3-2 Staff of sub-city and woreda conduct Business Matching and Transformation Awareness Seminars and finalize target MSMEs. (Special attention to business owned by women).</p> <p>3-3. Staff of sub-city and woreda provide counseling to MSMEs with Basic Diagnosis tools to identify the gaps of business development, prepare service provision plan and connect BDSPs to target MSMEs through OJT.</p> <p>3-4 Staff of sub-city and woreda take exam for certification of MSMEs counselors.</p>		<p><b>Ethiopian Side</b></p> <p>1)Counterpart and Administrative Personnel  <ul style="list-style-type: none"> <li>Project Directors (Director General of FeSMMIPA and JOBFSAs)</li> <li>Project Managers (Directors of Entrepreneur Dev. Department, FeSMMIPA and Director of Enterprise Dev. Department, JOBFSAs)</li> <li>Deputy Project Managers (Heads of BoID and BoJCED)</li> </ul> </p> <p>2)Facilities (office space and training venues)            3)Available data and information related to the Project            4)Recurrent costs            5)Cost of project activities necessary cost for the implementation of the Project</p> <p><b>Japanese Side</b></p> <p>Japanese Side            1) Japanese Experts (JICA Experts)            1-1) Long-term expert:  <ul style="list-style-type: none"> <li>Chief advisor</li> <li>Project Coordinator /Entrepreneurship support</li> </ul>           1-2) Consultant:  <ul style="list-style-type: none"> <li>Chief consultant/ MSMEs policy &amp; entrepreneurship support (1)</li> <li>Deputy chief consultant/ MSMEs policy &amp; entrepreneurship support (2)</li> <li>Establishment and Strengthening BDS provision system for MSMEs</li> <li>Human Resource development on BDS provision for MSMEs (1)</li> <li>Human Resource development on BDS provision for MSMEs (2)</li> <li>Human Resource development on BDS provision for MSMEs (3)</li> <li>Support on women's entrepreneurship support /Project Coordinator</li> </ul> </p> <p>2) Counterpart training in Japan and third country            3) Basic equipment necessary for implementation of the Project            4) Three vehicles.</p> <p>5) Cost of Project activities: necessary cost for the implementation of the Project</p>	<p><b>Pre-Conditions</b></p> <p>1.FeSMMIPA, JOBFSAs secure budget and human resources necessary to implement MSMEs support activities.</p> <p>2.The Strategy and Policy Actions for Supporting MSMEs" are approved by Ethiopian government.</p> <p style="text-align: center;">↓</p> <p><b>&lt;Issues and countermeasures&gt;</b></p>

(4) PDM (ver.3)

Project Title: Project on Business Development Services (BDS) Enhancement for Enterprise Growth  
 Period of Project: from September, 2018 to September, 2022 (Four (4) years)  
 Project Site: Addis Ababa City

Version 3.0  
 Dated September 16, 2021


Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumption
<b>Overall Goal</b> Ethiopian MSMEs receive high quality BDS provided through BDSPs(*1) network and its' business are enhanced (both in target woreda and other areas) (*1)BDSPs: Business Development Services Providers are which FeSMMIPA and JOBFSAs collaborate which providing BDS.	The organized implementation set-up for BDS provision is scaled up to national level. The graduation rates from micro to small and from small to medium are accelerated.	National implementation set-up for BDS provision MSEs annual statistics	
<b>Project Purpose</b> Ethiopian MSMEs receive high quality BDS through BDSPs network in target areas.	At least 50% of the MSMEs provided with BDS record positive business results (e.g. increase of capital). At least 80 % of the MSMEs provided with BDS are satisfied with the services.	M&E data Satisfaction survey	1.Governmental policy on MSMEs promotion is not changed. 2.Ethiopian Government continuously provides budget to support MSMEs.
<b>Outputs</b> 1.The capacity of FeSMMIPA and JOBFSAs to develop strategic plan for MSMEs support is strengthened (FeSMMIPA and JOBFSAs). 2.Implementation set-up for BDS provision in collaboration with BDSPs is developed and operated. (FeSMMIPA and JOBFSAs, A.A.-BoID, A.A.-BoJCED in collaboration with sub-city and woreda). 3. The capacity of staff at sub-city and woreda to support MSMEs is strengthened. (sub-cities and woredas).	Strategic Plan for MSMEs support is developed by FeSMMIPA and JOBFSAs and approved by the authorized parties. Operational manuals are developed. Trainings are provided for at least 80% of the staff members relevant to BDS in the targeted sub-cities and woredas. Qualification system for MSMEs counselors and MSMEs consultants is prepared and tested. Annual number of enterprises supported by MSMEs counselors in target woredas and sub-cities is 210 (base is current number) More than 70 MSMEs counselors in target woredas and sub-cities pass the exam and are registered as MSMEs counselors.	Approval of the Strategic Plan Operational manuals are developed. Training reports Qualification system Work record of sub-cities and woredas	Business environment surrounding Ethiopian MSMEs does not drastically change. Neither Ethiopian counterparts nor developed trainers resign.
<b>Activities</b>	<b>Inputs</b>	<b>Ethiopian Side</b>	<b>Important Assumption</b>
1-1 FeSMMIPA and JOBFSAs analyze the situation and challenges of MSMEs. 1-2 FeSMMIPA and JOBFSAs develop strategic plan to support MSMEs and short & medium term action plan inc. overall framework on BDS provision for MSMEs' support (setting BDS menu, level, identifying BDSPs including private sector). 2-1 FeSMMIPA and JOBFSAs disseminate the strategic plan to relevant organizations. 2-1 Utilizing outputs from 1-2, FeSMMIPA and JOBFSAs, A.A.-BoID, A.A.-BoJCED develop BDS provision model for MSMEs by MSMEs counselors. 2-2 FeSMMIPA and JOBFSAs in collaboration with A.A.-BoID and A.A.-BoJCED prepare training curriculum and materials such as (1)Business matching opportunities, etc.(2)MSMEs counseling with basic diagnosis tools, (3) Preparation of MSMEs support plan, (4)Guiding to BDSPs based on (3) and BDSPs network based on 2-1, for staff at Woreda and Sub-city (to be MSME counselors). 2-3 FeSMMIPA and JOBFSAs, A.A.-BoID, A.A.-BoJCED conduct trainings for staffs of model City/sub-city/OSSC (and BDSPs), based on 2-2, inc. certifying the staff to be MSME counselors. 2-4 FeSMMIPA in collaboration with JOBFSAs prepare the concept framework on accreditation system for MSMEs Consultants inc. defining required skills, identifying potential BDSPs, planning necessary trainings, etc. 2-5 Based on 2-4, FeSMMIPA in collaboration with JOBFSAs facilitate necessary trainings and trial tests for potential BDSPs to be MSMEs Consultants. 2-6 FeSMMIPA and JOBFSAs strengthen BDS provision M&E system inc. assessing impact of BDS on MSMEs and Promotion system to MSMEs in Ethiopia. 2-7 FeSMMIPA and JOBFSAs facilitate BDSPs Network meeting regularly to share MSMEs information & the information on sector trend. 2-8 FeSMMIPA and JOBFSAs promote innovative entrepreneurs, and design the structure of the financial mechanism. 2-9 FeSMMIPA, JOBFSAs, A.A.-BoID, and A.A.-BoJCED facilitate the intensive supports including KAIZEN and/or other types of BDS to selected enterprises (Hand Holding). 3-1 Selected staff of sub-city and woreda receive trainings on MSMEs counselling, and (1)Business matching opportunities, etc. (2)MSMEs counseling with basic diagnosis tools, (3)Preparation of MSMEs support plan,(4)Guiding to BDSPs based on (3)and BDSPs networking. 3-2 Staff of sub-city and woreda conduct Business Matching and Transformation Awareness Seminars and finalize target MSMEs. (Special attention to business owned by women). 3-3. Staff of sub-city and woreda provide counseling to MSMEs with Basic Diagnosis tools to identify the gaps of business development, prepare service provision plan and connect BDSPs to target MSMEs through OJT. 3-4 Staff of sub-city and woreda take exam for certification of MSMEs counselors.		<b>Ethiopian Side</b> 1)Counterpart and Administrative Personnel Project Directors (Director General of FeSMMIPA and JOBFSAs) Project Managers (Directors of Entrepreneur Dev. Department, FeSMMIPA and Director of Enterprise Dev. Department, JOBFSAs) Deputy Project Managers (Heads of BoID and BoJCED) 2)Facilities (office space and training venues) 3)Available data and information related to the Project 4)Recurrent costs 5)Cost of project activities necessary cost for the implementation of the Project  <b>Japanese Side</b> Japanese Side 1) Japanese Experts (JICA Experts) 1-1) Long-term expert: Chief advisor Project Coordinator /Entrepreneurship support 1-2) Consultant. Chief consultant/ MSMEs policy & entrepreneurship support (1) Deputy chief consultant/ MSMEs policy & entrepreneurship support (2) Establishment and Strengthening BDS provision system for MSMEs Human Resource development on BDS provision for MSMEs (1) Human Resource development on BDS provision for MSMEs (2) Human Resource development on BDS provision for MSMEs (3) Support on women's entrepreneurship support /Project Coordinator 2) Counterpart training in Japan and third country 3) Basic equipment necessary for implementation of the Project 4) Three vehicles.  5) Cost of Project activities: necessary cost for the implementation of the Project	<b>Pre-Conditions</b> 1.FeSMMIPA, JOBFSAs secure budget and human resources necessary to implement MSMEs support activities. 2.The Strategy and Policy Actions for Supporting MSMEs' are approved by Ethiopian government.  <b>Issues and countermeasures-</b>

(5) PDM (ver.4)

**Project Title: Project on Business Development Services (BDS) Enhancement for Enterprise Growth**  
**Period of Project: from September, 2018 to March, 2023 (Four and a half (4.5) years)**

Version 4  
 Dated September 29, 2022

**Project Site: Addis Ababa City**

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumption
<p><b>Overall Goal</b>                      Ethiopian MSMEs receive high quality BDS provided through BDSPs<sup>(*)</sup> network and its' business are enhanced (both in target woredas and other areas)                      (*) BDSPs: Business Development Services Providers are which MoLS, EDI and EED collaborate which providing BDS.</p>	<ul style="list-style-type: none"> <li>The organized implementation set-up for BDS provision is scaled up to national level.</li> <li>The graduation rates from micro to small and from small to medium are accelerated.</li> </ul>	<ul style="list-style-type: none"> <li>National implementation set-up for BDS provision</li> <li>MSEs annual statistics</li> </ul>	
<p><b>Project Purpose</b>                      Ethiopian MSMEs receive high quality BDS through BDSPs network in target areas.</p>	<ul style="list-style-type: none"> <li>At least 50% of the MSMEs provided with BDS record positive business results (e.g. increase of capital).</li> <li>At least 80 % of the MSMEs provided with BDS are satisfied with the services.</li> </ul>	<ul style="list-style-type: none"> <li>M&amp;E data</li> <li>Satisfaction survey</li> </ul>	1. Governmental policy on MSMEs promotion is not changed. 2. Ethiopian Government continuously provides budget to support MSMEs.
<p><b>Outputs</b></p> <ol style="list-style-type: none"> <li>The capacity of MoLS, EDI and EED to develop strategic plan for MSMEs support is strengthened (MoLS, EDI and EED).</li> <li>Implementation set-up for BDS provision in collaboration with BDSPs is developed and operated. (MoLS, EDI, EED and A.A.-BoLEID in collaboration with sub-city and woredas).</li> <li>The capacity of staff at sub-city and woreda to support MSMEs is strengthened. (sub-cities and woredas).</li> </ol>	<ul style="list-style-type: none"> <li>Strategic Plan for MSMEs support is developed by MoLS, EDI and EED approved by the authorized parties.</li> <li>Operational manuals are developed.</li> <li>Trainings are provided for at least 80% of the staff members relevant to BDS in the targeted sub-cities and woredas.</li> <li>Qualification system for MSMEs counselors and MSMEs consultants is prepared and tested.</li> <li>Annual number of enterprises supported by MSMEs counselors in target woredas and sub-cities is 210 (base is current number)</li> <li>More than 70 MSMEs counselors in target woredas and sub-cities pass the exam and are registered as MSMEs counselors.</li> </ul>	<ul style="list-style-type: none"> <li>Approval of the Strategic Plan approved by the authorized parties.</li> <li>Operational manuals</li> <li>Training reports</li> <li>Qualification system</li> <li>Work record of sub-cities and woredas</li> </ul>	Business environment surrounding Ethiopian MSMEs does not drastically change. Neither Ethiopian counterparts nor developed trainers resign.
<b>Activities</b>	<b>Inputs</b>	<b>Ethiopian Side</b>	<b>Important Assumption</b>
<ol style="list-style-type: none"> <li>1-1 MoLS, EDI and EED analyze the situation and challenges of MSMEs.</li> <li>1-2 MoLS, EDI and EED develop strategic plan to support MSMEs and short &amp; medium term action plan inc. overall framework on BDS provision for MSMEs' support (setting BDS menu, level, identifying BDSPs including private sector).</li> <li>1-3 MoLS, EDI and EED disseminate the strategic plan to relevant organizations.</li> <li>2-1 Utilizing outputs from 1-2, MoLS, EDI and EED, A.A.-BoLEID develop BDS provision model for MSMEs by MSMEs counselors.</li> <li>2-2 MoLS, EDI and EED in collaboration with A.A.-BoLEID prepare training curriculum and materials such as (1) Business matching opportunities, etc. (2) MSMEs counseling with basic diagnosis tools, (3) Preparation of MSMEs support plan, (4) Guiding to BDSPs based on (3) and BDSPs network based on 2-1, for staff at Woreda and Sub-city (to be MSME counselors).</li> <li>2-3 MoLS, EDI and A.A.-BoLEID conduct trainings for staffs of model City/sub-city/OSSC (and BDSPs.), based on 2-2, inc. certifying the staff to be MSME counselors.</li> <li>2-4 MoLS in collaboration with EDI prepare the concept framework on accreditation system for MSMEs Consultants inc. defining required skills, identifying potential BDSPs, planning necessary trainings, etc.</li> <li>2-5 Based on 2-4, MoLS in collaboration with EDI facilitate necessary trainings and trial tests for potential BDSPs to be MSMEs Consultants.</li> <li>2-6 MoLS, EDI and EED strengthen BDS provision M&amp;E system inc. assessing impact of BDS on MSMEs and Promotion system to MSMEs in Ethiopia.</li> <li>2-7 MoLS, EDI and EED facilitate BDSPs Network meeting regularly to share MSMEs information &amp; the information on sector trend.</li> <li>2-8 MoLS, EDI and EED promote innovative entrepreneurs, and design the structure of the financial mechanism.</li> <li>2-9 MoLS, EDI, EED and A.A.-BoLEID facilitate the intensive supports including KAIZEN and/or other types of BDS to selected enterprises (Hand Holding).</li> </ol>		<ol style="list-style-type: none"> <li>1) Counterpart and Administrative Personnel                             <ul style="list-style-type: none"> <li>Project Directors (State Minister of MoLS, CEO of EDI and Director General of EED)</li> <li>Project Managers (Director of Enterprise Dev. Department, MoLS, BDS Manager of EDI and Director of Entrepreneurship Dev. Department, EED)</li> <li>Deputy Project Managers (Director of Enterprise Support of BoLEID)</li> </ul> </li> <li>2) Facilities (office space and training venues)</li> <li>3) Available data and information related to the Project</li> <li>4) Recurrent costs</li> <li>5) Cost of project activities necessary cost for the implementation of the Project</li> </ol> <p style="text-align: center;"><b>Japaneses Side</b></p> <ol style="list-style-type: none"> <li>1) Japanese Experts (JICA Experts)                             <ul style="list-style-type: none"> <li>1-1) Long-term expert:                                     <ul style="list-style-type: none"> <li>Chief advisor</li> <li>Project Coordinator /Entrepreneurship support</li> </ul> </li> <li>1-2) Consultant:                                     <ul style="list-style-type: none"> <li>Chief consultant/ MSMEs policy &amp; entrepreneurship support (1)</li> <li>Deputy chief consultant/ MSMEs policy &amp; entrepreneurship support (2)</li> </ul> </li> <li>Establishment and Strengthening BDS provision system for MSMEs</li> <li>Human Resource development on BDS provision for MSMEs (1)</li> <li>Human Resource development on BDS provision for MSMEs (2)</li> <li>Human Resource development on BDS provision for MSMEs (3)</li> <li>Human Resource development on BDS provision for MSMEs (4)</li> <li>Support on women's entrepreneurship support /Project Coordinator</li> </ul> </li> <li>2) Counterpart training in Japan and third country</li> <li>3) Basic equipment necessary for implementation of the Project</li> <li>4) Three vehicles.</li> <li>5) Cost of Project activities: necessary cost for the implementation of the Project</li> </ol>	
<ol style="list-style-type: none"> <li>3-1 Selected staff of sub-city and woreda receive trainings on MSMEs counselling, and (1) Business matching opportunities, etc. (2) MSMEs counselling with basic diagnosis tools, (3) Preparation of MSMEs support plan, (4) Guiding to BDSPs based on (3) and BDSPs networking.</li> <li>3-2 Staff of sub-city and woreda conduct Business Matching and Transformation Awareness Seminars and finalize target MSMEs. (Special attention to business owned by women).</li> <li>3-3. Staff of sub-city and woreda provide counseling to MSMEs with Basic Diagnosis tools to identify the gaps of business development, prepare service provision plan and connect BDSPs to target MSMEs through OJT.</li> <li>3-4 Staff of sub-city and woreda take exam for certification of MSMEs counselors.</li> </ol>			<p><b>Pre-Conditions</b></p> <ol style="list-style-type: none"> <li>1. MoLS, EDI and EED secure budget and human resources necessary to implement MSMEs support activities.</li> <li>2. The Strategy and Policy Actions for Supporting MSMEs" are approved by Ethiopian government.</li> </ol> <p style="text-align: center;"></p>
			<p><b>&lt;Issues and countermeasures&gt;</b></p>

