End-Term Evaluation Final Report: Ecological Organic Agriculture (EOA) Project in Ethiopia

Final Report

February 17, 2016
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# Acronyms

<table>
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<th>Description</th>
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<tr>
<td>BvAT</td>
<td>BioVision Africa Trust</td>
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<tr>
<td>CRGE</td>
<td>Climate Resilient Green Economic Development strategy in Ethiopia</td>
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<tr>
<td>DAC</td>
<td>Development Assistance Committee evaluation criteria</td>
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<tr>
<td>EES</td>
<td>Eco-Economy Service PLC</td>
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<tr>
<td>EOA</td>
<td>Ecological Organic Agriculture</td>
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<tr>
<td>EOA-I</td>
<td>Ecological Organic Agriculture Initiative of Africa</td>
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<tr>
<td>FGDs</td>
<td>Focus Group Discussions</td>
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<tr>
<td>GTP</td>
<td>Growth and Transformation Plan of Ethiopia</td>
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<tr>
<td>IC</td>
<td>Information and communication</td>
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<tr>
<td>ISD</td>
<td>Institute for Sustainable Development</td>
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<tr>
<td>KII</td>
<td>Key Informant Interviews</td>
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<tr>
<td>MDGs</td>
<td>Millennium Development Goals</td>
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<tr>
<td>RCRD</td>
<td>Redeck Center for Research and Development PLC</td>
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<tr>
<td>RTE</td>
<td>Research, Training and Extension</td>
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<tr>
<td>SDC</td>
<td>Swiss Agency for Development and Cooperation</td>
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<td>SSNC</td>
<td>Swedish Society of Nature Conservation</td>
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<tr>
<td>VCMD</td>
<td>Value chain and market development</td>
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</table>
Acknowledgements
This evaluation report was developed by the independent evaluation team of consultants from Redeck Center for Research and Development consultancy PLC and Eco-Economy Service PLC representatives. We acknowledge that the information included in this evaluation report is the views of independent consultants and judgment based on available evidence from desk review works and field data. Finally, we appreciate the PELUM Kenya and ISD Ethiopia offices for commissioning this evaluation study project and all stakeholders actively engaged in shaping and informing the evaluation processes as key informants, focus group discussants and logistic supporters.

Executive summary
This evaluation report was prepared from the EOA project outcome evaluation conducted in Ethiopia using DAC criteria: relevance, effectiveness, efficiency, impact and sustainability dimensions. After conducted critical desk review works on project and related documents available at ISD in Ethiopia and in its regional offices, the evaluation team collected relevant field data through key informant interviews at national, regional and local levels and focus group discussions at district level with community representatives in three EOA project intervention regions (Amhara, Tigrai and Oromia) in Ethiopia. On-site observation of smallholder farmers’ best practices was also part of the evaluation data collection. The evaluation was conducted between January 1-31, 2015 and focused on the EOA project’s lifetime (2013-2015) outcomes in three years. The evaluation findings from desk review and field data analysis confirmed that EOA project with its specific pillars were relevant, effective, efficient, had positive outcomes and retained with the prospectus to sustain. The detail analysis was given to each pillar against the DAC criteria and the implications of each outcome to EOA mainstreaming processes in Ethiopia and beyond.

Introduction
1.1 Background of Ecological Organic Agriculture (EOA) project in Ethiopia
The Ecological Organic Agriculture Initiative (EOA-I) of Africa in its core mission envisages to promote ecologically sound strategies and practices among diverse stakeholders in production, processing, marketing and policy making to safeguard the environment, improve livelihoods, alleviate poverty and guarantee food security with the overall goal that aims to mainstream Ecological Organic Agriculture into national agricultural production systems by 2025 in order to improve agricultural productivity, food security, access to markets and sustainable development in Africa (EOA-I Project Document, 2013). Evidences to date confirm that Ecological Organic Agriculture (EOA) has a significant role to play in addressing the pressing problems of poverty, food insecurity, land degradation, market access, food safety and climate change in Africa. The results shared prove that ecological organic farming
systems increase yields, are resilient to climate change effects and are achieved cost-effectively. Further, EOA is deemed climate smart, preserves biodiversity, provides ecosystem services, and produces lower carbon emissions.

By recognizing the relevance of EOA in Africa, Ecological Organic Agriculture (EOA) Initiative was launched under six pillars, namely: Research, Training and Extension (Pillar 1); Information and Communication (Pillar 2); Value Chain and Market Development (Pillar 3); Networking and Partnerships (Pillar 4); Policy and Program Development (Pillar 5); and Institutional Capacity Building (Pillar 6). The process of conceptualizing EOA in Africa was well documented in the EOA international workshop report conducted in 1998 in Addis Ababa.

Ethiopia through the Institute for Sustainable Development (ISD) has been implementing the EOA initiative being supported by Swedish Society of Nature Conservation (SSNC) over a 3-year period, 2013 to 2015. As part of EOA-I countries in Africa, Ethiopia has also secured support from the Swiss Agency for Development and Cooperation (SDC) for a 5 year period, 2014 to 2018. BioVision Africa Trust (BvAT), based in Kenya, has the overall responsibility for managing the SDC support that is being implemented in 8 countries of Sub-Saharan Africa: Ethiopia, Kenya, Tanzania and Uganda in East Africa, and Benin, Mali, Nigeria and Senegal in West Africa. This evaluation report therefore focuses on EOA Ethiopia project implemented by ISD for a 3-year period through the support of SSNC.

1.2 EOA Ethiopia project description

EOA project in Ethiopia was implemented through four inter-related thematic areas of the SSNC funded project, namely: a) Research, Training and Extension, b) Information and Communication, c) Value Chain and Market Development and d) Networking and Partnerships. In many related documents, the last two pillars are mainstreamed into the first four pillars.

Figure 1.2: EOA pillars

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1RET= Research, training and extension; IC= Information and communication; VCMD= Value Chain and Market development; NP=Networking and partnerships; PPD=Policy and Programme development; ICD=Institutional Capacity Development
The broad objective of the evaluation was to review end-term outputs and outcome-level changes as well as the process of implementation of the SSNC funded Project by assessing a) efficiency and effectiveness in achieving planned results and b) relevance and sustainability of outputs leading towards the attainment of longer-term outcomes. Specifically, the end-term evaluation goals were to document successes, failures and lessons learned to-date; to identify approaches for addressing challenges and enhance good practices; to suggest design modifications as deemed necessary and possible; and to measure adequacy of support during the implementation process.

1.3 EOA Project Evaluation level and scope

This EOA Ethiopia Project’s end-term evaluation aimed to prove the outcome of all key project activities with respect to the stated pillars in terms of outcome/result indicators predetermined in the project log-frame. Specifically, the evaluation process explored major achievements; drawn key lessons learned; documented best practices; identified major gaps and suggested the ways forwards.

Figure 1.3: EOA project context

Continental EOA Initiative

EOA Initiative in Africa Vision 2025

EOA Ethiopia project overall goal
Increased food security through mainstreaming of EOA into the National Farming Systems in Ethiopia

EOA Pillars

Research Training & Extension
Information and communication
Value chain and market development
Networking and linking
Policy and program development
ISD institutional capacity development

Relevance; Effectiveness; Efficiency; Impact; Sustainability
(Outcome level)

Outcomes

Pillar I: Improved effectiveness of RTE on EOA that is responsive to the needs of the vulnerable groups/farmers
Pillar II: Increased availability and accessibility of relevant EOA information to the stakeholders
Pillar III: Increased access to National and international markets for EOA products
Pillar IV: Improved coordination of the efforts of EOA Actors Identification and solving issues affecting small holder farmers
Pillar V: Intended Advocacy/policy outcomes favorable to mainstreaming EOA into National farming systems realized
Pillar VI: Improved efficiency & effectiveness in achievement of the project objectives and realization of ISD’ mission & vision

Smallholder farmers; ISD; Key stakeholders (researchers, policy makers, funders, leaders)

2013
2014
2015
2 Materials and methods of EOA Ethiopia project evaluation

End-term evaluation of the project was mainly conducted in project intervention areas of the ISD and includes key stakeholders at various national, regional and district (woreda) levels in Ethiopia. The evaluation team employed a step-wise process to solicit the EOA project whether it went through the road map of the project development objectives and attained all the relevant result indicators set up on the logical framework of EOA Ethiopia.

Figure 2.1a: Evaluation process flow diagram
2.1 Evaluation criteria for EOA Ethiopia project

Figure 2.1b: Development Assistance Committee (DAC) evaluation criteria

2.2 Materials and methods

The EOA Ethiopia project evaluation was conducted in three regional states in Ethiopia: Tigrai, Amhara and Oromia.

Figure 2.2: EOA Ethiopia project evaluation area description
Sample woredas/districts were selected from each region and primary data were collected via key informant interviews, focus group discussions and field observations. Qualitative sampling approach was followed to select key informants and focus group discussants to collect primary information in project areas. Best practices were visited and documented.

### 2.3 Respondent selection processes

**Table 1.7: Key informants and focus group discussant selection**

<table>
<thead>
<tr>
<th>Data types</th>
<th>National</th>
<th>Regional</th>
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<tr>
<td></td>
<td>Tigrai</td>
<td>Amhara</td>
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<tr>
<td></td>
<td>Wukuro district</td>
<td>Axum district</td>
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<td>Focus Group Discussions-FGDs</td>
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<td>1</td>
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<td>Consultation meeting with ISD Staff</td>
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<td>1</td>
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<tr>
<td>On-site observation</td>
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<td>5</td>
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2.4 Data management and analysis plan

One of the major factors to ensure robust evaluation processes for a project was to maintain relevant, adequate, and timely data. Thus, our data management approach employed supporting data management software such as SPSS and Nvivo software aids. Text data, secondary data and FGD/KII were managed and analyzed with these software supports. For qualitative data, text data analyses in terms of key themes were used.

2.5 Evaluation Dimensions

The purpose of this end-term evaluation was to provide the project partners with an independent assessment of the performance and key achievements of the project as compared to predetermined outcomes of the project for the project implementation period in the log frame.

It was to assess the expected outcomes and their sustainability and identify and discuss the lessons learned, through measurements of the changes in the set indicators, summarize the experiences gained and recommend for future policy dialogues and changes to the implementation structure.

The results of the evaluation exercise aimed to inform the project partners on the need for any extension of the project duration and whether the project has a chance to deliver the agreed outputs, how sustainable those outputs would be, and what changes need to be considered in the design and implementation of the project. Thus, the key evaluation dimensions were assessing the impacts and key achievements of the project vis-à-vis its objectives and outcomes as per project design indicators; assessing the relevant achievements of the project objectives to the national development agenda and priorities, project thematic areas and needs of beneficiaries; reviewing the appropriateness and clarity of roles and responsibilities of stakeholders and their level of satisfaction with the project achievements; assessing the achievements of the project in terms of timeliness, quality, quantity and cost effectiveness of the expected outcomes; and assessing the prospects of the sustainability of the project outcomes and benefits in the longer future.

2.6 Ethical consideration

Seeking permission and appropriate clearance from relevant authorities and working closely with the key stakeholders and actor networks were mandatory. This enabled the evaluation
team to access the informants and the communities with minimal challenges. Evaluators acted professionally, respecting human and community rights; informed the respondents about the purpose, objectives and methods of the evaluation; sought the informants’ consent in participating in the evaluation; ensured confidentiality and anonymity; assured the informants of no personal benefits in participating in the evaluation; and made it clear to the informants that the evaluation team was independent from the project partners.

2.7 Quality assurance checklist

We developed quality assurance checklist for the overall performance evaluation processes. For each phase of our end-term evaluation process— inception, interim, and final phase, our team of consultants developed a checklist and justify quality. We also shared the checklist to EOA Ethiopia project office to follow up of our evaluation processes. During the inception phase, we developed the draft quality assurance checklist and agreed with the client (ISD and PELUM Kenya) on key parameters to measure process and outcome quality of our performance evaluation project.

2.8 Limitation of evaluation

The evaluation was conducted in the shortest time possible with limited resources and additional quantitative data were not collected to measure the actual size of the EOA project outcomes in improving the livelihood of smallholder farmers.

3 EOA Ethiopia project end-term evaluation findings

The evaluation processes targeted to assess the outcome of EOA project through desk reviews of all relevant documents and further triangulated and/or filled the preliminary report with field data collection from project intervention areas in Tigrai, Oromia and Amhara regions in Ethiopia. This evaluation report underpins the standard development program evaluation approaches (OECD, 2006)² and conventional ethics of program evaluation. Thus, the findings of this evaluation report reflects our independent views on the outcomes of the EOA project in Ethiopia.

3.1 Overview of EOA project in Ethiopia: Relevance, effectiveness, efficiency, impact and sustainability

In this evaluation exercise, the EOA project intervention outcome was evaluated in the contexts such as development and policy; institution; socio-politics; and the implementation arrangements. The evaluation on EOA project outcome was started with reviewing key documents³ and further information was collected from key informant interviews (national

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³ Project Document Submitted to the Swiss Agency for Development and Cooperation (SDC) by Biovision Africa Trust on behalf of Ecological Organic Agriculture Initiative in Africa Steering Committee; 2013; MDGs; GTP I & II; CRGE; EOA Ethiopia (ISD);
and local level); focus group discussants and onsite visit at farmer level. The EOA continental mission "...to promote ecologically sound strategies and practices among diverse stakeholders in production, processing, marketing and policy making to safeguard the environment, improve livelihoods, alleviate poverty and guarantee food security" and the goal "to mainstream Ecological Organic Agriculture into national agricultural production systems by 2025 in order to improve agricultural productivity, foodsecurity, access to markets and sustainable development in Africa" were well customized into Ethiopian EOA through stating “...increased food security through mainstreaming of EOA into the national farming systems in Ethiopia”. EOA project in Ethiopia is strongly anchored to MGDs (poverty reduction via food security; gender and environment inclusion in development agenda). Since EOA Project in Ethiopia underpins the Climate Resilient Green Economic Development strategy in Ethiopia (CRGE) that also shaped and informed the log-term development plans (Growth and Transformation Plan-GTP: I&II) of the country, the EOA project’s relevance to support sustainable development is self-explanatory and needless to mention.

As mentioned in the EOA Africa Initiative’s project document, the key hypothesis to be tested was stated that "...through the application of EOA approaches and practices along the entire commodity value chains and its mainstreaming in development systems through National Platforms; the food security, the incomes and the nutrition of smallholder households as well as the environmental sustainability of agricultural production are improved”. Our evaluation exercise was also aimed at proving this hypothesis at least partly by referring to the EOA project intervention case in Ethiopia, implemented by a joint effort of funder, coordinator and implementer (SSCN; PELUM Kenya and ISD-Ethiopia).

The evaluation team reviewed the key project documents (project log-frame developed by ISD for EOA project; Annual Reports and consolidated reports (2013-2015); and research reports related to the project) to understand the key achievements; lessons learnt; best practices and gaps during the EOA project implementation specifically supported by SSCN development assistance under PELUM Kenya close coordination. As part of the evaluation step, the desk review clearly identified the ISD Ethiopia’s EOA project targeted pillars and their respective implementation processes at grass-roots level in a worthy order.

According to the desk review findings, EOA project in Ethiopia was implemented through EOA Africa Initiative’s six main pillars: Research, Training and Extension (P-I); Information and Communication (P-II); Value Chain and Market Development (P-III); Networking and Partnerships (IV); Supportive Policies and Programmes (V); and Institutional Capacity Development (VI). This doesn’t mean EOA Project in Ethiopia implemented all six pillars evenly. As our national, district and local level key informant interviews and focus group discussants besides the onsite visit of evaluation team in three EOA Ethiopia project regions articulated, the ISD’s strategy to implement the EOA project in Ethiopia used to follow
demand-driven approach. Farmers in partnership with ISD’s community workers identify the local needs of intervention (Research, Training and extension work mainly in Tigirai region; Value Chain and Market Development works mainly in Amhara and Oromia regions) and that determines the degree and type of the intervention modality. From our triangulated information, we identified that ISD’s flexible intervention approach was ultimately aimed to meet the ultimate needs of direct beneficiaries of the project, specifically the smallholder farmers in ISD/EOA project intervention regions.

Regardless of the degree/size/intensity of EOA Ethiopia project, this evaluation sought to investigate the outcome of EOA project intervention at least in EOA intervention regions in Ethiopia. The evaluation emphasized the overall goal of EOA Ethiopia as stated in the project development objective indicator (outcome/result) and in further fostering the EOA Ethiopia project agenda to align itself to the EOA Africa initiative.

By diversifying our evaluation data collection method (desk review; KII; FGDs; On-site observation), the aim was to make our evaluation rigor and robust to report the findings. Thus, the desk review findings and the interviews were further triangulated with on-site visit and case studies of sample EOA project activities, outputs and outcomes. By treating the achievement of each pillar separately and combining altogether, the overall outcome of EOA project outcome against the DAC evaluation Criteria were examined. In general, the outcome of EOA project at least in the project intervention regions (Tigirai, Amhara, Oromia) in Ethiopia remained positive. The next paragraphs summarizes the achievements of specific pillars and their implication to EOA project in Ethiopia and beyond.
3.1.1 Research, Training and Extension (RTE) Pillar: *Relevance, effectiveness, efficiency, impact and sustainability*

**Research**

- University-Farmer Partnership was enhanced to undertake problem solving research agenda on smallholder EOA farming (Tigrai region: Axum Farmer's Participatory Research Group was an explanatory case study);

**Training**

- Training on EOA products and processes enabled hundreds of farmers to acquire sufficient knowledge and skills to trigger/stimulate their local/indigenous resources more productive than ever;

**Extension**

- Development agents/local community workers expanded and extended local knowledge/skills through neighbourhood/peer learning about improved EOA processes (innovative local technologies) and products;

Evaluation team observed information from key informants, focus group discussion and on-site visit (smallholder farmers; development agents/community workers; and village leaders) and compared the precision of information gathered from national-level KIIs and desk review. The ISD's EOA project support (technical and material) with respect to pillar RTE was visible in project implementation site. One of the key outcomes of this pillar was explained by an enhancement of behavioral change brought to smallholder farmers to adopt EOA products (organic fertilizer; organic fruit and vegetable, etc.) and environment-friendly processes (compost processing; bee keeping; soil and water conservation, etc.). Smallholder farmer's response to EOA project intervention through RTE pillar was encouraging due to its triggering effect on rural innovation processes where the institutional set up to govern sectoral innovation is not yet robust. The evaluation team observed farmers during focus group discussion and interviews in three project intervention regions in Ethiopia (Tigrai: Axum, Wukuro; Amhara: DessieZuria, Haike; Oromia: Holeta). They were able to demonstrate several local innovations in smallholder farming, and natural and environmental resource conservation and management practices. The sampled study group articulated the role of ISD's EOA project presence/visibility in the courses of their local development agenda. Evidences at local level and documentation at ISD level remained consistent that the intervention of EOA project was mainly a catalytic type; duly recognized and enabled public development agenda; and shaped and informed key local development actors (farmers, development agents, village leaders) to be productive in adopting/adapting the principles and premises of EOA philosophy in local context by using local resources.
3.1.1.1 Relevance of Research, Training and Extension Pillar Outcome

The RTE Pillar was highly relevant. This relevance is attributed to the prioritization of EOA relevant technologies and farming practices that are derived from and anchored on the longstanding knowledge of smallholder farmers. The application of these technologies and farming practices through a robust partnerships arrangement in turn resulted in diversifying and augmenting productivity while enhancing the capacity of the resources base to provide adequate goods and services needed for poverty eradication and sustainable development.

Our evaluation processes inquires to understand the EOA project's intervention logic with respect to meeting the key service improvement priorities of the citizen and the local government; accuracy of the things being done during the project period as planned; the objectives of the project consistency with beneficiaries needs, national and regional priorities; the level of stakeholder involvement in the project from community to higher government levels; and the appropriateness of involving stakeholders to achieve the goals of the project. For any development project to be relevant, at least, the aforementioned evaluation inquires need to be considered.

Based on desk review, key informant interviews at various levels (national, local), focus group discussion at district level and on-site visits of farmers' activities and outputs at household level; our evaluation processes attempted to judge the relevance of RTE pillar in particular and the EOA project intervention logic at large. As EOA project beneficiaries (sampled) in three regions disclosed and our observation witness that gender inclusive and consent of local governments were well addressed in undertaking farmer research activities, in selecting and delivering trainees and in extension works. One of the key issue in project evaluation is clear understanding of a beneficiary selection into an intervention. EOA project remained socially inclusive. In meeting consistency with beneficiaries needs, national and regional priorities, EOA project with RTE pillar persisted appropriate as our desk review works and field data collection verified. Engaging diverse actor networks and key stakeholders at local, regional and national level to undertake research, to deliver training and to render extension service within and outside the localities validates the relevance of EOA project approach to the national development agenda in good order.

The smallholder farmers facing the scarcest soil and water resources were enabled to be technically efficient by substituting inorganic fertilizer by organic one, producing from local resources and use their improved knowledge and skills through training and extension works. Development theories underscore that correlating the nexus among research, innovation and diffusion in any sector as the single most important driver of productivity and hence economic growth through affecting advancement in technical change, i.e.,
knowledge-capital endowment. Pillar I in EOA project in Ethiopia does unleash the knowledge-capital endowment of smallholder farmers through their own research, knowledge and skill acquiring trainings and diffusing their innovation to massive farmer production in terms of extension and expansion works. Thus, the effect of RTE pillar, a key to enhance knowledge-capital endowment of smallholder farmers; is one of the key factors of smallholder production besides their labor and physical capital. In development theories context, knowledge-capital endowment or advancement in technological change in any sector rewards with scale effect in production frontier. Even though, there is a need to empirically scrutinize the significance of the parameter of coefficients for all factors (labor, capital; knowledge-capital endowment, etc.) of production and productivity for smallholder farmers; descriptively, our present evaluation report argues that problem solving research, effective training program and extension service (RTE pillar) have a great likelihood to draw knowledge-capital endowment for beneficiary farmers directly and non-beneficiary farmers through spillover effects.

Our field visit, interviews and discussions proved that smallholder farmers do field research, acquire effective training and participate in extension service through the support of ISD-EOA project in Ethiopia. Field visit articulated that smallholder farmer’s resource/approach mix strategy (compost/fertilizer access and use; water access and use; seed access and use; mixed farming; Push-Pull Technology; post-harvesting technology use) for farm production was being changing and the likelihood of its scale-effect on the scarcest soil/land and water resources’ productivity growth could statically be valid if further investigation underway.

If smallholder farmers engaged into RTE pillar adoption/adaptation processes admire and enjoyed the returns to farming innovation practice remained positive in fostering/driving the labor productivity and production, then the effect could further enhance the farmers’ domestic and the county’s national economic growth. In broader and long-term context, EOA with its RTE key pillar would be in a position to stimulate agricultural policy and practice and the relevance of EOA in national (agricultural) development agenda would likely be remarkable. Thus, EOA project in Ethiopia addressed the sustainable development objectives and priorities of the government of Ethiopia and the people; the needs of the target beneficiaries; internally coherent in its design; and relevant in light of other donors.

3.1.1.2 Effectiveness of Research, Training and Extension Pillar Outcome

The RTE Pillar was successful and effective; its overall progress is rated as satisfactory. The Pillar was able to achieve significant results compared with what it was intended to achieve within the planned timeframe; except ensuring the 50% participation of women under the RTE pillar.

Our evaluation with respect to effectiveness criteria attempted to investigate the outcomes of the pillar by asking a few relevant questions entitled to scrutinize effectiveness of a

project. Both primary data and desk review showed that EOA project’s objective with respect to RTE pillar was successfully met given the resources allocated to the key activities. The number of researches undertaken by smallholder farmers’ participation “Farmer Participatory Research Group”, the number and type of trainings delivered to smallholder farmers in various EOA product and processes; and the number/type of extension services to smallholder farmers in all EOA project intervention areas were articulated in all annual and consolidated reports of the project period (2013-2015). Field data further proved the quantity and quality of outcomes achieved through RTE pillar.

Smallholder farmers were enabled to undertake local action research in their farms and identify/bring solutions to their local farming practices; through peer learning, neighbor farmers undertake similar research projects; and many of those findings from farmers’ participatory researches or skill development training were diffused to masses in their community. Thus, the number of smallholder farmers’ participation to undertake EOA project activities were improved during the project period. Besides the intended outcomes, unintended outcomes were also investigated from available data, but there was none to mention.

The Pillar has taken gender aspects into considerations from the beginning and the continued participation of self-organized women groups as well as other female farmers in the project implementation indicated the real benefit that they have started to seize. However, more effort is needed to increase the involvement of women. Although, the number of women working in EOA RTE has improved relative to the base year situation; it has been found far below the target set under the Project.

3.1.1.3 Efficiency of Research, Training and Extension Pillar Outcome

The RTE Pillar was highly efficient and rated as highly satisfactory. The project team allocated only 30% for administrative related expenses and channeled the remaining 70% for financing concrete RTE actions at the ground level. The good efficiency of the RTE Pillar was also due to an excellent technical assistance provided for the implementation of the Pillar. The Pillar implementing teams were very knowledgeable on EOA related issues and also well informed about the context of the smallholder farmers and their ecosystems.

Desk reviews of financial reports of the project and key informant interviews of ISD staff disclosed EOA project’s efficiency in meeting the objectives of the project economically, considering leverage of the project funds to mobilize additional resources for service improvement. In the courses of evaluation on the outcome of resource allocation efficiency for EOA project implementation in the project period, our attempt was to investigate the ISD’s perception to best value for money. Our major inquiries were to understand whether
the EOA project fund been distributed in ways consistent with efficient achievement of objectives; whether all partners been able to provide their contribution to the project; whether the alternative approaches available that could have been used resources more efficiently; whether the relation between resources (inputs) and results (outputs) appropriate and justifiable; whether resources adequate and justifiable during the course of the project considering the results achieved; and whether there any noticeable/verifiable instances of inefficiency during the course of the project. Efficiency determines value and cost of the entire procurement processes. Efficiency is an essential requirement in ensuring the best value for money. The following essential components in determining efficiency were considered in our evaluation exercises on EOA project.

**Avoiding Piecemeal Acquisitions:** The evidences of the procurement documents and other related financial and non-financial data of the EOA/ISD project showed that there were no acquisitions that circumvent the objective of procurement and add costs to the contracting authority. The EU Procurement Manual clearly states that splitting the acquisitions to circumvent the threshold is not allowed from cost and value perspectives (See section 2.4.1 of the procurement manual).

**Best Value for Money:** The EU procurement manual depicts the basic governing principles of award of contracts as a competitive tendering. The purpose of competitive tender, according to the EU manual are to ensure the transparency of operations, and to obtain the desired quality of services, supplies, or works at the best possible price (i.e., the best value for money). With regard to these two principles, the EOA/ISD project ensured the transparency of operation of the procurement inviting eligible bidders to submit their proposal, and the awardswere also transparent. However, from the best value for money perspective, acquiring through transparent methods, regardless of their cost versus the value to be acquired, does not necessarily ensure the best out of the procurement process.

One of the essential requirements in procurement is the market assessment to evaluate the market price against the prices quoted by the tenderers. Procurement ensures best value for money by considering the right price in addition to the right quality and quantity, the right time and delivery, and the right sourcing. The evidences from the report indicated that when the price of materials of supplies is inflated (escalated) by the potential suppliers, comparing the market price against the quoted prices of the tenderers, the quotations were rejected. Procurements, in many aspects, may be procedurally correct while not considering the best value for money for the invested resources due to highly escalated price of the tenderers. From this perspective, it is advisable to consider the right price that represents the existing (current) market value of goods or services.

**Transparency in Procurement Process:** The ISD/EOA project uses an open procurement method in its procurement process and awarding procedures to maintain transparency,
which was the essential requirement of the fund provider (EDF). The data showed that for consultancy services such as review of performance of a wide range of EOA project practices in Ethiopia and acquisitions of supplies such as materials, the procurement was advertised to implement the transparent procurement process as per the requirement of the fund provider (EDF). The evidences showed that the failure to get the best offer or a failure of a consultant or supplier to enter into a contractual agreement didn’t rush the ISD/EOA project team to go to the other non-transparent methods such as direct procurement.

Dispute Resolution: In the procurement process of the EOA project, as the desk review and discussion with the KII indicated, the disputes were not occurred and the costs related to handling these conflicts were not affected the project’s operations. Conflicts arise due to nontransparent and discriminatory procurement processes that are associated with unfair treatment of the bidders. It seems that the transparent procurement process of the EOA project avoided disputes arising from non-transparent procurement processes.

3.1.1.4 Impact of Research, Training and Extension Pillar Outcome

Contributions of the RTE Pillar towards the stated impact were encouraging. The extent of the EOA project via RTE intervention was responsive to achieving the EOA project’s goal and thus has contributed to the realization of the overall project development targets (improving EOA basic services).

Key informant interviews at national and local informed that there was as such no the unintended impacts of the intervention (positive and negative impacts); otherwise the changes as the result of the project were for vulnerable groups and smallholder farmers. Quite a few of smallholder farmers took part in RTE pillar activities as the key informant interviews with farmers and focus group discussion with village representative groups in project intervention areas. Even though there is no quantified baseline record for this pillar, field data and desk review indicate that larger size of smallholder farmers including female headed households were inclusive, which was not the case when the project starts at baseline. Thus, the impact of EOA project through RTE pillar enhanced smallholder farmers’ innovation and innovativeness in their farming practice. Thus, the effect of innovation on productivity was expected substantial.

3.1.1.5 Sustainability of Research, Training and Extension Pillar Outcome

Financial risks: financial sustainability of the RTE Pillar is rated as moderately likely. This means there may be moderate risks due to expectations that outcomes will be sustained but the pace of RTE may take a slow pace in the event when support is discontinued at this stage.
Socio-economic risks: The technical measures demonstrated by the RTE Pillar has demonstrated the benefits of EOA both in the near and long-term. The RTE Pillar has, therefore, contributed positively to socio-economic considerations and is rated as likely sustainable. There is not social or political risk that may threaten the sustainability of the RTE Pillar outcomes.

Institutional/governance risks: The institutional framework/governance sustainability required for the uninterrupted continuation of RTE in EOA is rated as likely sustainable. There is no legal frameworks, policies, and governance structures and processes which pose significant risks that may jeopardize sustainability of the benefits accrued from the RTE Pillar.

EOA project through RTE pillar in Ethiopia is likely sustainable due to several reasons. In our field visit and interview with farmers, all sampled respondents conveyed that EOA farming practice were attractive and responsive to their food security needs. This has an implication of behavioral change and service improvement through the EOA project. In gauging EOA project (RTE pillar) sustainability, the length and extent of the positive effects remaining after the end of the project was investigated. Since farmers were part of the field processes and basic skills were spilled over to them, ownership were ensured. Farmers confirmed the same during our field data collection, but continued supports were remarked by respondents to deepen and broaden the EOA initiatives. Since smallholder farmers enhanced the innovation practice on their available resources, all those new approaches and methods acquired from EOA project (RTE pillar) have a scale effects in their production processes and adoption will continue even in their own effort. Respondents asked on the sustainability of the EOA practice (RTE) witnessed that meeting the local demand for inputs in farming practice attracts farmers to continue EOA practice regardless of the support from government or ISD. Thus, coverage of the EOA practice has been increasing as a response to its gain and replication will persist in the villages. Respondents from key informants and focus group discussion revealed that EOA project (RTE pillar) practice was well owned by local community and the degree of satisfaction on its service was also positive at least for all beneficiary groups. Some part of the project areas are highly vulnerable with respect to natural resources that may affect sustainability (intensity) of the project’s outcomes. Therefore the government and development cooperation should devise EOA project’s (RTE pillar) exit strategy, its replication strategy, its scale-up strategy, its continuation strategy and its major modifications. Higher education institutions in their respective EOA project regions and public agricultural research institutions should take over the EOA project agenda as part of their regular activities. Farmer-to-institutions partnership for enhancing RTE should be improved through the active engagement of government in line with the available proclamation of higher education and research institutions that bestows
responsibility to undertake problem solving research and community service programs in their catchment areas.

### 3.1.2 Overview of Information and Communication (IC) Pillar: Relevance, effectiveness, efficiency, impact and sustainability

The contribution of IC pillar is clearly articulated in the log frame and EOA Africa project document. As an axially pillar to RTE pillar, the IC pillar was supposed to enhance information and communication of EOA farming practice. Evidences are rich that witness farmers that are exposed to diverse sources of information perform better in production decisions than farmers that lack relevant information. This also works for EOA product value chain and market development pillar. Thus, we reviewed several project documents and conducted a few key informant interviews to understand the outcomes of IC pillar in supporting the implementation of EOA project in Ethiopia. The next paragraphs present the evaluation results in brief.

#### 3.1.2.1 Relevance of Information and Communication (IC) Pillar Outcome

The IC Pillar was highly relevant. This relevance is attributed to the focus of the IC Pillar on helping smallholder farmers that often lack access to the latest development on the EOA sector and thus do not have the capacity to keep up to date with every development in the EOA product production and transactions.

As desk review informed that the IC pillar was aimed mainly at enhancing the information and communication aspects of all other main pillars. Any form of innovation becomes effective when there is effective diffusion system. Strategic and systematic information and communication management and arrangements/institutionalization is likely to enable the diffusion of best practices of smallholder farming in terms of technical and/or allocative efficiency. During the specified EOA project (2013-2015) under the present evaluation, smallholder farmers were engaged in research, training and extension practices through the facilitation and coordination support of development agents/community workers from the government and need-based technical and material supports from ISD/EOA project in Ethiopia. Key project outputs from research, training and extension activities in all project areas (Tigirai, Amhara and Oromia regions) were documented. Beyond the regular recording of project activities’ information, the ISD/EOA project in Ethiopia documented smallholder farmers’ best practices undertaken in their farming practice, natural and environmental resource management through local conservation approach, and enhancement of their farm product’s value chain and market development. As auxiliary pillar to other pillars, IC pillar regularly documented routine and best practices of farmers and their networks; and processed the information in terms of publication and annual/consolidated standard reports for broader, deeper and stylized communication for relevant stakeholders (policy makers; local leaders; academia and research scholars and practitioners). Promoting information
and communication means in rural Ethiopia is subject to many barriers due to lack of public media outreach to local community and/or lack of awareness to access available media/channels of public communication. The IC's effect on enhancing smallholder farmers' EOA development is likely to face a serious challenge than its effect on EOA’s mainstreaming to national policy agenda. Effective information management and suitable selection of communication channel at various levels need further attention from the EOA implementation side.

The means to map diverse information sources and actor networks in generating relevant information for developing and documenting both formal and indigenous knowledge is weak in rural areas in Ethiopia. Farmers, development agents, leaders and policy makers have less practiced in dialogue, conversation and discourses on their local development agenda. ISD-EOA project initiative implemented significant tools to address the IC pillar at local level and beyond. Exposure visit of farmers to share experience from their peers with best practice, demonstration site visit and participatory practice; farmer-to-farmer discussion group; written/published information sharing to key stakeholders; workshop participation and meetings were remarkable. However, the IC pillar still demands well institutionalized information and communication strategy for enabling EOA project in Ethiopia to be fully mainstreamed in to national development agenda and massively practiced by the stallholder farmers. RTE in connection with IC pillar requires systems of approaches to correlate sources of smallholder farmers’ EOA initiated innovations to their development outcomes and beyond.

Figure 3.3.1: Framing EOA Scheme development by smallholder farmers in Ethiopia
3.1.2.2 Effectiveness of Information and Communication (IC) Pillar Outcome

The IC Pillar was successful and effective; its overall progress is rated as satisfactory. The Pillar was able to achieve better results compared with what it was intended to achieve within the planned timeframe; except the development and operationalization of mechanisms for gathering feedbacks on improvements made on the availability of EOA materials.

Effectiveness of information and communication practice in any sector depends at least partly on the means and the users of means to undertake IC. EOA project in Ethiopia used several means to implement IC pillar in the project areas and beyond. The effect of information and communication on enhancing the EOA project beneficiaries and stakeholders still relies on its infrastructure. Smallholder farmers are key stakeholders and direct beneficiaries of information and communication, but access to the means that suits to their context and diversity determines the end. Investment on effective information and communication infrastructure for direct users of EOA project mainstreaming should involve active engagement of the public sector in the context of Ethiopia where several IC means are owned by the state. Information and communication channels undertaken by EOA project in Ethiopia were effective, but EOA community dialogues, conversations and discourses should be improved in their respective local context.

3.1.2.3 Efficiency of Information and Communication (IC) Pillar Outcome

The IC Pillar was highly efficient. It is rated as highly satisfactory. The project team allocated only 30% for administrative related expenses and channeled the remaining 70% for financing concrete IC actions at the ground level. The IC Pillar leveraged additional resource by partnering with national and international entities during the life time of the Project. This means the Project Team prudently allocated project resources and at the same time as partnering with other initiatives to leverage new resources in order to co-finance (in kind and cash) IC Pillar activities.

The FGD and KII also revealed the presence of some degree of improvement on access to EOA related information compared to the base year situation. The number of publications on EOA and their availability has increased compared to the base year situation. The type and number of written materials on EOA produced and accessed by target groups through posters, leaflets and video formats has increased compared to the base year situation. The establishment of a stakeholder forum on information and communication and the celebrations of the Green Action Week were appreciated on their contributions to disseminate information and enhance the visibility of the EOA initiative. Like other pillars, IC pillar was well supported by resource allocation. As per our desk review and observations of information and communication tools of EOA project at ISD office and in the field offices,
the outputs (publications, documentations; visits; workshops) were relevant to address EOA project agenda to the key stakeholders and the direct beneficiaries given the resources allocated. The science-policy-politics conversation of EOA agenda still needs broader and deeper intervention.

### 3.1.2.4 Impact of Information and Communication (IC) Pillar Outcome

*Contributions of the RTE Pillar towards the stated impact are very encouraging.* The impact of information and communication pillar on EOA project performance at least in the project intervention areas was very significant. The stock of information on EOA project’s best practices and processes were well communicated among the smallholder farmers in their respective villages and beyond. Through available information documented on EOA project practice at villages and at districts, effective communications were made to relevant key stakeholders and partnerships were improved. At present, there is EOA agenda better awareness at all levels of the community in Ethiopia at least in the project intervention regions.

### 3.1.3 Sustainability of Information and Communication (IC) Pillar Outcome

**Financial risks:** financial sustainability of the IC Pillar is rated as moderately likely. This means there may be moderate risks due to expectations that outcomes will be sustained but the pace of IC take a slow pace in the event when support is discontinued at this stage.  

**Socio-economic risks:** The actions taken by the IC Pillar have demonstrated the conversion of attitudes towards the EOA sector. The IC Pillar has, therefore, contributed positively to socio-economic considerations and is rated as likely sustainable. There is not social or political risk that may threaten the sustainability of the IC Pillar outcomes.

**Institutional/governance risks:** The institutional framework/governance sustainability required for the uninterrupted continuation of the benefits accrued from the IC Pillar is rated as likely sustainable. There is no law, policy or governance structure which pose significant risks that may jeopardize sustainability of the benefits accrued from the IC Pillar.

Traditionally, smallholder farmers have their own means of information and communication in their respective community. However, well-tailored local to national means of information and communication would improve the EOA project mainstreaming practice in Ethiopia. In summary, our evaluation on the relevance, effectiveness, efficiency, impact and sustainability of information and communication pillar has an implication that the IC, to better support the performance of EOA project initiatives in Ethiopia, needs further investigation on effective means and intervention.
3.1.4 Overview of Value Chain and Market Development (VCMD) Pillar: Relevance, effectiveness, efficiency, impact and sustainability

In the next paragraphs, we present the evaluation findings for Value Chain and Market Development pillar outcomes with respect to its relevance, effectiveness, efficiency, impact and sustainability criteria in supporting EOA project agenda in Ethiopia.

3.1.4.1 Relevance of Value Chain and Market Development (VCMD) Pillar Outcome

The VCMD Pillar was highly relevant. This relevance is attributed to the focus of the VCMD Pillar on enabling smallholder organic vegetable producers that often lack technical, financial and technological capacity to earn a regular income, reduce cost of production, get involved day to day and creating a valuable business over time by growing incrementally.

In long-term, the aim of this pillar is to attain a substantially increased share of organic quality products at the local, national and regional markets. As one of the implementing agents in East Africa region, ISD-EOA project in Ethiopia undertaken VCMD pillar and the evaluation team visited to interview key informants and to discuss with focus groups besides the on-site visit at farmer plots in two of the project sites in Ethiopia, in Amhara (DessieZurie, Haile) region and Oromia (Holeta). As clearly stated in the EOA Africa project document, this pillar aims to promote interventions based on a holistic approach along the organic value chains to stimulate development of sustainable markets and to increase trade in traditional and highvalue agricultural produce and products at domestic and export levels. Internally, this process is based on the Participatory Guarantee System (PGS)/Internal Control System (ICS) that builds the social and entrepreneurial capacity of producers and processors to work together on agreed Organic standards.

Given this background information, ISD-EOA project intervention in Ethiopia along with other pillars implemented the VCMD pillar during 2013 to 2015 project lifetime. The evaluation team investigated the achievement (outcome) of the pillar and the relevance of achievement(s) to the overall goals of EOA project in the in Ethiopia and beyond. Desk review, field visits, key informant interviews and focus group discussions ((DessieZuria and Haile; Holeta) revealed that the ISD-EOA project paid serious attention to the pillar under the scrutiny. Trainings in several EOA relevant topics, experience sharing visits, workshops were provided as the key instruments of stimulating VCMD pillar that aims to adopt Master Trainers Approach in its capacity building interventions. The local capacity development intervention, under the pillar of VCMD, was directly informed and shaped by the broader EOA Africa initiative’s project development objective indicator.

In enabling smallholder farmers through awareness creation practice, EOA project in Ethiopia attained remarkable intermediate outcomes that can enhance the ultimate long-term goal of the pillar "substantially increased share of organic quality products at the local,"
national and regional markets”. We view that EOA product and processes are likely to be affected by technology/supply push, demand pull and institutional factors for successful entry into the local, national and international markets and clearly mapping the value chain with their respective barriers and fostering factors require a comprehensive understanding of the holistic approach. Given the remaining challenging assignment to the implementing agents, the VCDM pillar and its outcomes align to the EOA project goal in Ethiopia with the precaution that trainings, visits, and workshops are means to acquire relevant skills and knowledge, but a pre-mature evidence to indicate the development outcome in the pillar. Smallholder farmers exposed to the VCMD pillar intervention were expected, at least in short-run, to map their product market via delineating the value chain. The flow of seed to farmers and grain or tubers to the market occurs along chains. These can be referred to as value chains because as the product moves from chain actor to chain actor e.g. from producer to intermediary to consumer it gains value. The full range of activities are required to bring a product or service from conception, through the different phases of production (involving a combination of physical transformation and the input of various producer services), delivery to final customers, and final disposal after use. The chain actors who actually transact a particular product as it moves through the value chain include input (e.g. seed suppliers), farmers, traders, processors, transporters, wholesalers, retailers and final consumers. Thus, a comprehensive value chain analysis of smallholder farmers in EOA project in Ethiopia should also be in place via RTE pillar.

VCMD is highly relevant pillar to the agricultural commercialization in general, which bases on the delivery of quality productsto the consumer at competitive prices. To commercialize EOA product, as part of agricultural commercialization, needs to involve the production of niche products for sale rather than on-farmconsumption and the use of sale proceeds to buy family and farm requirements. To maximize benefits (or value added) from the business activity and be sustainable, each participant in the EOA product delivery chain from producer to consumer must operate efficiently, profitably and in collaboration with other participants in the chain. To be efficient each link in the chain should be operating with the most appropriate technology, in full knowledge of market requirements, and within a business environment where a fair and transparent tax regime applies, trade impediments are minimized and acceptable quality controls are in place. This is the concept of the value chain and EOA project in Ethiopia shall further work on this context to attain the long-term EOA mainstreaming processes in the national policy in Ethiopia and beyond.

In summary, the VCMD pillar implementation in EOA project of Ethiopia was investigated in the aforementioned context and the intermediate outcomes attained by the implementer needs further strengthening through smallholder farmers’ participatory value chain analysis and mapping of their respective EOA products in response to local, national and international comparative advantage of markets. Since, the EOA product success/failure is
subject to the effect of farmer’s internal capacity; market level factors (pricing, EOA product quality, distribution channels, and promotional tools) and macroeconomic conditions.

3.1.4.2 Effectiveness of Value Chain and Market Development (VCMD) Pillar Outcome

The IC Pillar was successful and effective; its overall progress is rated as satisfactory. The Pillar was able to achieve significant results compared with what it was intended to achieve within the planned timeframe; except in increasing access to international markets for EOA products. The VCMD Pillar was successful in stimulating increased demand for and sales of organic vegetable products. The ISD is now better capacitated to gather together various techniques that help inform initiatives towards mainstreaming VCMD considerations into the farming systems of Ethiopia.

The pillar has resulted in increased production of and placing organic vegetable products in market relative to the base year situation at 2013. The organic vegetable producers and other stakeholders were introduced about Participatory Guarantee System; organic vegetable business Plan preparation; Organic vegetable marketing skills; value chain in connection to producing organic vegetable for markets. Vegetable producers with the intention of supplying their products has prepared production schedule or calendars, recorded production, size of the farmland dedicated for production of organic vegetable as well as yield and sales. The producers are aware of the need to integrate their organic vegetables with value chain and market outlet. FDG participating farmers in Wollo explained that “... the project enabled them to get more yield from a small piece of land by harvesting three times a year ... income has increased. Making and using compost helps not only to keep our surroundings clean, but also to minimize expenditure by substituting chemical with natural fertilizer”. ... Domestic animals are also feeding on vegetable by products which are not contaminated with chemical pesticide. They testified the fact that they are creating wealth faster than their original expectation, they bought about 5 water pumps and most importantly they valued the lesson they learned on how to work collectively and growing together.

The Pillar, including through the organization of bazaars and the Green Action Week, created the opportunity to inform the general public about EOA and also enabled organic vegetable producers to sell their products. Some of the local hotels have expressed their interest to buy directly from producers. Currently, in Holeta and Dessie there are a group of civil servants who are committed to pay more for organic products due to reasons associated with health and taste. This means the Pillar and the participants thereof has created “niche market” and thus started to win middle class consumers. Despite the achievements, a lot more is needed to enable producers develop a farm plan in accordance with the IFOMA PGS.
3.1.4.3 Efficiency of Value Chain and Market Development (VCMD) Pillar Outcome

The VCMD Pillar was highly efficient. It is rated as highly satisfactory. The project team allocated only 30% for administrative related expenses and channeled the remaining 70% for financing concrete actions that help increase production of demand for organic vegetable production at the ground level. The VCMD Pillar had also partnered with and leveraged resources in kind, which enabled the study on VCMD to be conducted freely by one of its partners.

The evaluation indicates that planned activities supported by the project benefited from a good participation of stakeholders. Each assignment was conducted following well-defined terms of reference. The evaluation reveals that efficiency was always emphasized when project financial resources would be allocated to specific activities. It included the systematic search for partners in conducting activities; stretching the available dollars and provided a good cost-effectiveness when using project resources. The good efficiency of the project was also due to an excellent technical assistance provided for the implementation of the project. The VCMD Pillar activities were well led with a clear process and proper documentation and annual work plans. Progress reports were produced and submitted periodically.

3.1.4.4 Impact of Value Chain and Market Development (VCMD) Pillar Outcome

Contributions of the VCMD Pillar and the progress towards the stated impact are very encouraging. For example, new groups and individuals joined the Pillar following the commencement of the project. For example in Dessie, the newly established 2 organic vegetable product producers groups started their operation as a cooperative. New developments that help consumers to distinguish between organic and non-organic vegetable products have been created recently through the construction of shops for selling organic vegetable products. In general, as part of the fact finding effort, we had observed some evidence of impact during the field visits, i.e. progress towards the articulated benefits of the VCMD Pillar. However, the main focus of attention of the evaluation has been at the outcome level; recognizing that the materialization of impact often requires more time than the life time of the Project. This can be exhibited from the contribution of the VCMD Pillar in enabling likeminded producers groups to leapfrog the inefficient, polluting and ultimately costly phases of agricultural development and jump onto a sustainable and green agricultural development path.

3.1.4.5 Sustainability of Value Chain and Market Development (VCMD) Pillar Outcome

The (sustainability) likelihood of continued benefits accrued from the VCMD Pillar after the project ends against the following four areas of risks to sustainability: financial, socio-economic, policy and regulatory and environmental risks.
• **Financial risks:** financial sustainability is rated as moderately likely. This means there may be moderate risks due to expectations that outcomes will be sustained but the penetration of organic vegetable production for markets may take a slow pace in the event when support is discontinued at this stage. The production of organic vegetable for markets is at an early stage of development. The Project has only laid down a good foundation and demonstrated the benefits of actions. Continued support is thus required to seize the benefits of the VCMD Pillar to the fullest. Otherwise, there will be financial risk that may jeopardize the sustainability of the benefits accrued from the Pillar because the likelihood of domestic public and private sector financial and economic resources flow to support organic vegetable producers with technology and capability development is unlikely to come from government or private sector once the SSNC support ends.

• **Socio-economic risks:** The technical measures demonstrated with the support of the project have demonstrated the benefits of producing and making available organic vegetable products for markets both in the near and long-term. The project will, therefore, contribute positively to socio-economic considerations and is rated as likely sustainable. The ETET does not see social or political risk that may threaten the sustainability of the outcomes of the VCMD Pillar. The level of ownership by government and stakeholders is dependable. There is strong government ownership because the outcomes of the VCHD Pillar originated from the intent of the government to transform the smallholder based agriculture sector to the next higher level. The project was thus a response to national development and priorities and needs. The government has also approved and issued a Climate Resilient Green Economy Strategy for the Agriculture Sector in line with the objective of the project. The implementation of the VCMD Pillar has illustrated the potential of EOA for leapfrogging the inefficient, polluting and ultimately costly phases of agricultural development and jump onto a sustainable and green agricultural development path.

• **Institutional framework and governance risks:** The institutional framework and governance sustainability is rated as likely sustainable. There are no legal frameworks, policies, and governance structures and processes which pose significant risks that may jeopardize sustainability of benefits resulted from the VCMD Pillar. The Government of Ethiopia has already put in place relevant structures at the federal and regional levels to support the steady growth of investment in the production of organic vegetable for markets.

• **Environmental risks:** The evaluation did not find any particular environmental risks to the sustainability of project outcomes; it is rated as likely sustainable. Of course, climate change is the biggest threat to the agriculture sector. On the other hand, the EOA relevant technologies and farming practices that have been being implemented under the VCMD Pillar are the most relevant response measures to reduce the cost of social, economic and environmental vulnerabilities resulting from the adverse impacts of climate change. In addition, the penetration of EOA relevant technologies and farming practices are well
positioned to convert the challenges of climate change into sustainable business and development opportunities.

3.1.5 Overview of Supporting and Cementing (Steering, Coordination and Management) Pillar: Relevance, effectiveness, efficiency, impact and sustainability

The relevance, effectiveness, efficiency, impact and sustainability of supporting and cementing pillar in the context of EOA project development agenda was evaluated. Next issues discuss the key findings from available information during our evaluation processes.

3.1.5.1 Relevance of Supporting and Cementing (Steering, Coordination and Management) Pillar Outcome

*The Supporting and Cementing Pillar was highly relevant. This relevance is attributed to the focus of the Pillar towards promoting efficient cooperation and communication among relevant stakeholders at all levels including governments, farmers, civil society, private sector and the international community.*

The EOA Project development objective in its log-frame clearly articulated the relevance of the composite pillar (three pillars combined) in developing leadership and management of EOA project in the country. Due to this, our assessment mainly focused on national level and three regional level key informant interviews to triangulate the findings in desk review report. With the support of EOA project intervention (SSNC funding component), the ISD Ethiopia and its institutional capacity development progress with respect to effectiveness, and functional and responsive administrative systems were investigated.

Even though, the broader pillars of EOA Africa encompasses six separate pillars, the national implementing agents pull the last three pillars together and name the “supporting and cementing” pillar that aimed at developing capacities of implementing partners and institutions. Given all relevant activities undertaken under this pillar, our evaluation assignment aimed at gauging the outcome in terms of enhancing efficient and effective coordination and management of the EOA Initiative at various levels (national, local) in Ethiopia.

Our evaluation of achievements of EOA project in Ethiopia with respect to “Supporting and Cementing pillar” benchmarked the long-term goal of EOA Ethiopia project that recognize “…the establishment of fully functional multi-stakeholder platforms at the national and local levels, mutually agreeing on well-coordinated and concerted action, informed by scientific evidence and local knowledge lead to positive changes in public policies and investment plans, in technical standards and certification procedures, in research agenda and training curricula, in advisory and information practices and in the organization of markets and value chains that promote Ecological Organic Agriculture”.

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The supporting and cementing pillar attained key project development objective outcomes as stated in the planning phase of EOA project in Ethiopia. With regard to the establishing of national platform, relevant government policy makers; research scholars; institutions, CBOs, and NGOs joined the general assembly of ISD Ethiopia and EOA project become part of the agenda in the regular meeting. Key actors in government policy formulation and analysis processes (e.g. Ministry of Agriculture; Advisors in Government Ministers, etc.) become elected as board members of the ISD Ethiopia and shape and inform the mainstreaming processes of EOA scheme in Ethiopia.

Each main pillar is represented by individual professional eligible to coordinate and further enabled through training, exposure visits and workshops in Ethiopia and beyond. Thus, allocating relevant human resource to the initiative is likely to explain the improvements in internal institutional capacity development of the implementing agent, ISD Ethiopia. Leadership and coordination role enhanced through the composite pillar was also observed when the evaluation team visits regions and localities of EOA project. The key component of EOA project support (SSCN) through “supporting and cementing pillar” requires further effort since its role to enable all other functional pillars (pillars: I, II, III) is paramount relevant. Without an effective means to enable institutional system, mainstreaming an initiative into national policy and local context may not be an easy task and therefore the ISD-EOA project intervention in Ethiopia needs to study suitable instrument that can enhance integration of the pillar.

Supporting to develop strong national EOA institution in Ethiopia should not only rely on donor-driven initiative, but government, NGOs, CBOs, research institutions and development organizations need to devise domestic capacity development strategy for effective governance of EOA Scheme. ISD Ethiopia’s intervention in this aspect is at earlier stage of development and needs broader and deeper enabling interventions to develop effective instrument.

**Diagram: EOA Ethiopia Project**

**Legend:**
- **RTE**: Research, Training and Extension
- **IC**: Information & Communication
- **VCMD**: Value Chain and Market Development
- **SC**: Supporting and Cementing

**Image:**

[Diagram of EOA Ethiopia Project]
3.1.5.2 Effectiveness of Supporting and Cementing (Steering, Coordination and Management) Pillar Outcome

The Supporting and Cementing Pillar was successful and effective; its overall progress is rated as highly satisfactory. The Pillar was able to achieve significant results compared with what it was intended to achieve within the planned timeframe. The project achievements are well aligned with the project document. The periodic performance tracking plan had been used as a guide to implement the project as intended. An efficient implementation team was in place, detailed work plans guided implementation, assignments were conducted with the required participation of relevant stakeholders and the project progress was well monitored.

This pillar has established Steering Committee that benefited from representation of multi-stakeholder interests and built internal institutional capacity of the ISD. All EOA project pillars were allocated with competent human resources and equipped with their ear-marked budgets. As our key informant interviews of EOA project officers in their respective pillars indicated, specializations with respect to their area of interest were also made to focal persons coordinating the pillars. Pillar coordinators were also exposed to relevant capacity enhancing trainings, exposure visits and attended workshops. Moreover, our field visit witnessed that local officers in all project regions were also effective in coordinating the EOA project activities in their localities. Respondents revealed that trainings, workshops and visits were significantly made to run the EOA local initiatives. Thus, the supporting and cementing pillar was effective to enable the EOA project implementation at national and local level in Ethiopia. However, several interventions are still needed to enable supporting and cementing pillar to be more effective to enhance EOA project agenda in Ethiopia. Institutional capacity development is not a one-time process and institutionalization of EOA project processes should adapt all key components such as local resource mobilization mechanisms, EOA initiative leadership and management culture development, broader stakeholder partnership in sharing the agenda in their respective institutions at least the relevant sectors directly responsible to EOA processes in the country.

3.1.5.3 Efficiency of Supporting and Cementing (Steering, Coordination and Management) Pillar Outcome

The VCMD Pillar was highly efficient. It is rated as highly satisfactory. The Pillar had also partnered with and leveraged financial resource and used regularly to adapt to a changing environment so as to respond to unforeseen circumstances plus stakeholders’ needs and priorities.

The Pillar provided the project participants with clear roles and responsibilities. It was noted that various meetings took place during the lifetime of the project in addition to the Inception
Workshop that took place at the entry stage of the project. In addition to these meetings with key stakeholders, the project team developed excellent relationships with participants at the Federal level and within the geographical boundary of the Project. As a result of these relationships, the project team had been constantly in contact with all the stakeholders, communicating directly project plans, achievements and issues and using this approach as a consultation mechanism. The evaluation of these management arrangements and personal relationships indicated that they provided an effective way to communicate and keep stakeholders engaged, which in turn had contributed to a good national ownership of project achievements.

The outcome of supporting and cementing pillar in serving the EOA project implementation were found efficient where resources allocated were as per the plan and met the demand. Financial and material resources deployed to undertake the supporting and cementing pillar were mainly on strengthening the capacity of human resources coordinating the main pillars at national and local levels in Ethiopia. As per our desk review works on financial information and key informant interviews, there was no as such significant deviation of resource allocation from the planned state. With the precaution of planning efficiency at baseline stage on resource allocation for all pillars in general and the supporting and cementing pillar in particular, our evaluation finding revealed that there was efficient utilization of allocated resources for the initiative. However, alternative resource deployment means to undertake the supporting and cementing pillar would have been computed at baseline.

**3.1.5.4 Impact of Supporting and Cementing (Steering, Coordination and Management) Pillar**

Establishing strong institutions with effective, functional and responsive administrative systems is not a one-time process and its impact on development outcome comes through time. Through learning by doing and experience sharing means, an organization would create an institution that can meet the intended long-term objective. The EOA project initiative in Africa was aiming to build an EOA institution that can bring EOA principles and premises to be part of national development agenda in all EOA countries in Africa. The steering, coordination and management processes of EOA project in Ethiopia was reviewed during our evaluation processes. The findings of our evaluation showed that supporting and cementing pillar was appropriate to enable the other main pillar activities in the EOA project implementation phases. The positive outcome of RTE and VCMD pillars could prove the positive effect of supporting and cementing pillar outcomes on EOA project practice at least in project intervention regions in Ethiopia.
3.1.5.5 Sustainability of Supporting and Cementing (Steering, Coordination and Management) Pillar Outcome

The institutional set up created for EOA project implementation during the project period needs to guarantee the exit phase. Our evaluation exercise focused on investigating the next agenda of EOA project institution after the completion of the project period. Intensive discussion was made with key stakeholders at national and local levels besides the ISD staff engaged in the EOA project implementation frontline.

Even though it’s was not well documented, many of EOA project’s best practices were copied/adopted by government ministerial organization in Ethiopia and the EOA practice and its institution has a prospectus to retain at the hands of public.

In summary, the supporting and cementing pillar was evaluated against the relevance, effectiveness, efficiency, impact and sustainability criteria. Our findings show that the outcome of supporting and cementing pillar was positive in meeting the intended EOA project development objectives.

4 Conclusions and Recommendations

This report presents the findings of the Final Evaluation of the SSNC-financed and the ISD-Supported EOA project in Ethiopia. The EOA sector of Ethiopia comprises the Organic Agriculture System Proclamation, the Green Economy Strategy, the Ethiopian Programme of Adaptation to Climate Change and the Ethiopians Intended Nationally Determined Contribution. The ecological organic agriculture initiative in Ethiopia has been driven by a variety of reasons: a) the use of agrochemicals is bad for health and the environment, b) producers will be attracted by the higher price and the rapidly growing market for organic products and c) participating in an organic agriculture system can be easier and more profitable for smallholder farmers due to the availability of local recourses and abundant labor and d) the EOA is a least cost option to build resilience to climate shocks and reduce the quantity of emissions from the agriculture sector.

From this perspective, the existing EOA system put in place by the GoE represents a significant achievement in laying down the foundation for the expansion of the EOA sector. On the other hand, translating the EOA System into concrete actions is long overdue. The ability to enter such profitable markets presents significant technical, financial and human capacity related challenges. This means that the opportunities opened up to Ethiopian smallholder farmers in the production and marketing of EOA products remain unrealized. Enabling the EOA business is ambitious and requires skills. Therefore opportunities related EOA may fail if the value chain actors are not capacitated to align with demand. This in turn
requires a robust capacity development support in order to enhance capability of stakeholders along the value chain to be competitive and brand products of smallholder farmers as organic.

To this effect, the project was designed and implemented with the financial support of SSD. It was a 3-year project that started in 2013 and completed in 2015. The objective of the project was “Increased food security through mainstreaming of EOA into the National Farming Systems”. To achieve key outcomes were put in place in the EOA project log frame in Ethiopia.

4.1. Conclusion
Project Design phase

Conclusion 1: Lessons from other Relevant Projects Incorporated into Project Design
An extensive contextual analysis was conducted during the formulation phase of the project. The analysis included a review of existing EOA relevant interventions and actors. It also included the review of the geographical, socio-economic, biodiversity, climate, traditional knowledge; institutional arrangement and policy contexts pertaining to the EOA initiative in Ethiopia. This extensive review on EOA was carried out by taking into account the goal of poverty eradication through building a climate resilient green agricultural growth in the context of sustainable development. As a result, the design of this project was solidly grounded in this contextual analysis and has been a direct response to national development needs and priorities. Findings from this extensive review were used and incorporated into the design of the project. The analysis was concluded with the identification of critical barriers. The identification of these barriers helped to position the project with its current focus “Increase food security through mainstreaming of EOA into the National Farming Systems”.

Conclusion 2: A forward looking stakeholder participation and replication approach was envisaged
During the project preparation phase, a broader stakeholder analysis was conducted. This analysis articulated the expected contributions that should come from each stakeholder to enhance the penetration of EOA relevant technologies and farming practices. The identified stakeholders include: Public entities at the federal level, Local administrations, Local community, universities, research institutions, and training institutions. The geographical boundary of the project was delimited to the Amhara, Oromia and Tigray National Regional States of the FDRE, which are particularly vulnerable to the adverse impacts of climate change. The Project anticipated that the experience gained due to the implementation of the Project activities within the delimited boundary of the Project could generate useful lessons for other farmers in Ethiopia. Project resources were specifically allocated to this objective
of laying down a foundation for replication of EOA through sharing lessons and experience with key stakeholders and actors in other regions of Ethiopia in the future.

**Implementation phase**

**Conclusion 3: The management arrangements planned at the onset of the project were adequate and effective for the implementation of the project**

Management arrangements provided the project with clear roles and responsibilities for all parties. It was noted that various meetings took place during the lifetime of the project in addition to the Inception Workshop that took place at the entry stage of the project. In addition to these meetings with key stakeholders, the project team developed excellent relationships with participants at the Federal level and within the geographical boundary of the Project. As a result of these relationships, the project team had been constantly in contact with all the stakeholders, communicating directly project plans, achievements and issues and using this approach as a consultation mechanism. The evaluation of these management arrangements and personal relationships indicated that they provided an effective way to communicate and keep stakeholders engaged, which in turn had contributed to a good national ownership of project achievements.

**Conclusion 4: The project used adaptive management extensively to secure project deliverables while maintaining adherence to the overall project design**

The project has been well managed. The Project Team used adaptive management extensively to secure project deliverables while maintaining adherence to the overall project design. The review indicates that project achievements are well aligned with the project document. The periodic performance tracking plan had been used as a guide to implement the project as intended. An efficient implementation team has been in place, detailed work plans have been guiding the implementation, assignments were conducted with the required participation of relevant stakeholders and the project progress was well monitored. Adaptive management had been used regularly to adapt to a changing environment. It was particularly used as a mechanism to respond to unforeseen circumstances plus stakeholders’ needs and priorities. A good example where the project used adaptive management is when the Project decided to allocate some of the budget from the EOA Pillar 1 to meet the demand for training in the use of bioslurry, which was very high and yet ISD was not able to secure a budget from the National Biogas Programme of Ethiopia for this EOA relevant work. The second example is when the project subsumed the activities and budgets allocated for Policy and Programme development Pillar when the staff member of ISD who was assigned to do the advocacy work left, no other program staff member had the time to take on organizing activities to support this Pillar. This measure had also avoided a risk that could have resulted due to the 30:70 ratio of fund allocation requirement as set out by the GoE.
Conclusion 5: The project established good synergies and leveraged resources through the cooperation with key related partners.
The management arrangements of the project were adequate for the implementation of the project; they provided the project with clear roles and responsibilities for each party. In addition, the alignment of the project with interventions of the GoE in the agriculture and natural resources management sector, and in the climate change and implementation of MEAs provided excellent synergies among these initiatives. The review conducted for this evaluation indicated that the project partnerships led to some excellent synergies among partners including with the relevant government entities at all governance levels. This partnership of the parties set a good example on how partnership can create change beyond individual efforts. One of the partnership highlights of this project was when the MoANNR adopted and enabled the penetration and application of the SCI by more than 15000 of farmers outside the project boundary. The second example is when the IC Pillar leveraged additional resource by partnering with the TVET College. The third example is when Partnerships were established between the Project, the Communication Office and Wollo Red Cross Branch to create a temporary market. The fourth example is when, in 2014 ISD was able to leverage additional grant from another financing source (HoREC).

Project Results phase
Conclusion 6: The project was highly relevant for Ethiopia
The project was highly relevant. Its timing was excellent to be part of Ethiopians Intended Nationally Determined Contributions (INDC). The Ethiopians INDC has incorporated the project objectives. The Project is in conformity with the public instruments issued by the GoE. The Project implementation phase had benefited from the structure put in place by the GoE to support the steady growth of the ecological organic agriculture sector at the same time as building resilience to and abating of the emissions of greenhouse gases from the sector. Therefore, the project has served as a vehicle for the delivery of the Organic Agriculture System Proclamation, the Green Economy Strategy, the Ethiopian Programme of Adaptation to Climate Change, the Ethiopians Intended Nationally Determined Contributions as well as lessons for the synergistic implementation of the Multilateral Environmental Agreements to Which Ethiopia is a Party.

Conclusion 7: The effectiveness of implementation of the project in achieving its expected results
The project was successful and effective in delivering its major expected results in the planned timeframe. The project used adaptive management extensively to provide flexibility in the project’s approach working with partners and related government institutions. As a result, the project was seen as a response to national needs and with a good ownership and stakeholders were engaged on all project activities. The review found that three critical success factors explain partially this effectiveness: (i) the project was well designed,
responding to national needs and benefitting from an excellent engagement and participation of stakeholders; (ii) an excellent project team – including experts and consultants - to implement this project with good participative and collaborative principles; (iii) a good flexibility in allocating project resources and implementing activities to be able to respond to stakeholders needs and search for cost-effectiveness through partnerships.

**Conclusion 8: The project has been efficiently implemented**

The project was highly efficient. It is rated as highly satisfactory. The project team allocated only 30% for administrative related expenses and channeled the remaining 70% for financing concrete actions at the ground level. This means the Project Team prudently allocated project resources and at the same time as partnering with other initiatives to leverage new resources in order to co-finance (in kind and cash) project activities. The evaluation revealed that the project team used adaptive management extensively to secure project deliverables while maintaining adherence to the overall project design. The evaluation indicates that the adaptive management had been used regularly to adapt to a constantly changing environment. It was particularly used as a mechanism to respond to stakeholders’ needs and priorities. As a result, activities supported by the project benefited from a good participation of stakeholders. Each assignment was conducted following well-defined terms of reference. The evaluation reveals that efficiency was always emphasized when project financial resources would be allocated to specific activities. It included the systematic search for partners in conducting activities; stretching the available dollars and provided a good cost-effectiveness when using project resources. The review noted that 70% of the total project financial resources were directly allocated for the implementation of the project Pillars in Amhara, Oromia and Tigray. The good efficiency of the project was also due to an excellent technical assistance provided for the implementation of the project. The Pillar implementing teams were very knowledgeable on EOA related issues and also on the context of the smallholder farming system and their ecosystems. The project also used excellent short-term expertise (interns/volunteers) for specific activities. Project activities were well led by the Project Pillar Managers with a clear process and proper documentation and annual work plans. Progress reports were produced and submitted periodically. It was noted that despite a weak set of indicators, the project was well monitored and progress was well reported in well written progress reports. Despite the fact that it is always difficult to analyze the cost-benefit of such projects, the review of all these management elements confirm that the implementation of the project was an efficient operation that created a good value for money.

**Conclusion 9: The evaluation reported “sustainability” (likelihood of continued benefits after the project ends) against the following four areas of risks to sustainability: financial, socio-economic, policy and regulatory and environmental risks.**
Financial risks: financial sustainability is rated as moderately likely. This means there may be moderate risks due to expectations that outcomes will be sustained but the penetration of EOA may take a slow pace in the event when support is discontinued at this stage. The EOA sector in Ethiopia is at an early stage of development. The Project has only laid down a good foundation and demonstrated the benefits of EOA. Continued support is thus required to seize the benefits of EOA to the fullest. This support is needed until such time concrete and implementable subsidiary actions that provide positive incentive are in place to bring about transformative change in the EOA sector. Otherwise, there will be financial risk that may jeopardize the sustainability of the project benefits because the likelihood of domestic public and private sector financial and economic resources flow to support smallholder farmers with technology and capability development is unlikely to come once the SSNC support ends.

On the other hand, the stakeholders and the participating entities under the Project are committed to continue their engagement owing to the demonstrated contributions of EOA to food security: EOA a) is labour intensive and capable of generating more jobs in rural communities, b) avoids expenditure and thus promotes saving and reinvestment because it does not require expensive chemical and other external agricultural inputs; c) promotes crop diversification that would in turn mitigate the effects of crop failure by spreading the risk among a wider variety of crops and products; d) improves access to food by reducing risks of disease, increasing biodiversity and productivity over the long term and d) is particularly attractive to Ethiopian smallholder farmers, as consumers have shown strong concern with the safety of conventionally-grown foods and willing to pay a premium for EOA products.

Socio-economic risks: The technical measures demonstrated with the support of the project has demonstrated the benefits of EOA both in the near and long-term. The project will, therefore, contribute positively to socio-economic considerations and is rated as likely sustainable. The ETET does not see social or political risk that may threaten the sustainability of the project outcomes. The level of ownership by government and stakeholders is dependable. The Government of Ethiopia has issued public instruments and put in place structures to support the steady growth of the ecological organic agriculture sector. There is strong government ownership because the project concept and detailed particulars were originated from the national relevant sectoral and development plans and priorities. The project was thus a response to national development and priorities and needs.

The project objective informed the Ethiopians INDC which was prepared and submitted as in put to the Paris Agreement under the United Nations Convention on Climate Change process. The government has also approved and issued a Climate Resilient Green Economy Strategy for the Agriculture Sector in line with the objective of the project. Furthermore, the Project Objective and the various elements contained under the Pillars of the Project are
captured by the environment and the agriculture sector interventions as contained under the 2nd Five year Growth and Transformation Plan. These instruments support the ecological organic agriculture system. The project has illustrated the potential of EOA for leapfrogging the inefficient, polluting and ultimately costly phases of agricultural development and jump onto a sustainable and green agricultural development path. The Project has also illustrated how innovative and sometimes simple solutions can help to increase smallholder farmers’ income and access to other forms of capitals. The Project participants and local administrations, for instance, see the outcomes and that project benefits continue to flow is in their interest. Public/stakeholder awareness in support of the project’s long-term objectives is becoming visible.

**Institutional framework and governance risks:** The institutional framework and governance sustainability is rated as likely sustainable. There are no legal frameworks, policies, and governance structures and processes which pose significant risks that may jeopardize sustainability of project benefits. The Government of Ethiopia has already issued public instruments and put in place structures to support the steady growth of the ecological organic agriculture sector.

**Environmental risks:** The evaluation did not find any particular environmental risks to the sustainability of project outcomes; it is rated as likely sustainable. Of course, climate change is the biggest threat to the agriculture sector. On the other hand, the EOA relevant technologies and farming practices are the most relevant response measures to reduce the cost of social, economic and environmental vulnerabilities resulting from the adverse impacts of climate change. In addition, the penetration of EOA relevant technologies and farming practices are well positioned to convert the challenges of climate change into sustainable business and development opportunities.

### 4.2. Recommendations

**The set of recommendations are as specified herein below:**

1. Prepare written training programs and materials that are easy to understand and tailored to the specific needs of the various target groups.
2. Design climate justified actions: The interventions under the RTE Pillar can be taken as “no regret action”; action which yields net benefit whether there is climate change or otherwise. That means capacity to design, implement and follow up implementation of a climate justified actions is overdue.
3. Provide Technical assistance to traditional medicine practitioners: The innovation related to the production of liquid organic pesticide for market has illustrated how. Therefore, provision of demand driven support in the coming future is timely to make the organic pesticide association a successful community/nature-based enterprise.

5. Develop near term and long term action to establish and run a robust IC: The near term action could focus on
   a) Strengthening the stakeholders’ forum because it will have an important role to act as a starting point for the development of the most needed platform for networking and
   b) Linking experts and researchers with farmers by bringing together the existing EOA related information and activities from different places into a coherent online database.

The long term actions could focus on the development and implementation of a manual that may contain clear target, strategy and roadmap with the aim of creating community of practitioners, consumers, producers, etc through an EOA-platform.

6. The intervention of the IC could focus on:
   a) informing the status of EOA relevant existing and new technologies and practices;
   b) analyzing and informing the cost and benefits of the existing and new EOA relevant technologies,
   c) Defining performance characteristics of the existing and new EOA relevant technologies, etc.

- Continued support to enable the “organic vegetable” producers to pick from their current “organic by default’ status.
- Innovative financing instruments may be considered to bring about transformative change both in the production and consumption of EO vegetable and other products.

4.3. Lessons learned
Summary of lessons learned is presented below. They are based on the review of project documents, interviews with key informants and analysis of the information collected:\n- The project provided considerations that are needed for mainstreaming EOA in planned and ongoing development initiatives.
- The project demonstrated that enhanced investment in the production of EOA products both for household consumption and markets is possible and feasible.
- A project that is highly relevant, responding to national development needs and priorities is often highly effective in its implementation and enjoys good ownership from stakeholders and actors.
- A flexible project using adaptive management is a necessary management mechanism to be able to respond to needs and priorities. It provides the project with the capacity to adapt to changes while keeping its overall efficiency and effectiveness.
- A project that provides needs responsive knowledge and capability enhancement support brings tangible results and encourages innovations. It contributes to a strong
participation of stakeholders and actors in project activities and overall to a better effectiveness of project activities.

- Innovative and sometimes simple solutions can help increase smallholder farmers’ income and access to other forms of capitals (e.g. formulation of organic pesticide)

Annex A: Data collection tools (KIs, FGDs and Observation Checklists)
Key Informant interview

Pillar I: Research Training & Extension
Preparatory phase: Key Informant Interview to Pillar I implementers

<table>
<thead>
<tr>
<th>Did you prepare and use a guidance document for conducting research and technology and extension (RTE) needs assessment? Yes/No</th>
</tr>
</thead>
<tbody>
<tr>
<td>If Yes:</td>
</tr>
<tr>
<td>• What was the objective of the guidance document? ____________________________</td>
</tr>
<tr>
<td>• Who were involved in its preparation? ____________________________</td>
</tr>
<tr>
<td>• Describe how its adequacy was evaluated and endorsed? ____________________________</td>
</tr>
<tr>
<td>Was the guidance document made accessible for a broad audience? Yes/No</td>
</tr>
<tr>
<td>Were the RTE solutions tailored to the specific needs of the participating farmers? Yes/No</td>
</tr>
<tr>
<td>Did it help align research and technology needs assessment and prioritization process with the:</td>
</tr>
<tr>
<td>• Long term agricultural development strategy/plans issued by the GOE to achieve food security? Yes/No</td>
</tr>
<tr>
<td>If Yes, describe how? ____________________________</td>
</tr>
<tr>
<td>• Need to achieve maximum development benefits in the face of climate change other environmental problems? Yes/No</td>
</tr>
</tbody>
</table>
Team formation: *Key Informant Interview to Pillar I implementers*

<table>
<thead>
<tr>
<th>Was a suitably configured &quot;Research Training and Extension (RTE) Team or similar body established? Yes/No</th>
</tr>
</thead>
<tbody>
<tr>
<td>Specify the team members?</td>
</tr>
<tr>
<td>What were the criteria for the selection of members to the RTE team? Their expertise? Yes/No</td>
</tr>
<tr>
<td>Background? Yes/No</td>
</tr>
<tr>
<td>Personal capacities? Yes/No</td>
</tr>
<tr>
<td>Other: ------------------------</td>
</tr>
</tbody>
</table>

Describe the process used to identify and engage the RTE team members:

- Mapping potential core team members and other stakeholders? Yes/No
- Defining the goals and objectives of the core team and stakeholders? Yes/No
- Clarification of the core team members and other stakeholders role? Yes/No
- Establishment of an ongoing process for the team and stakeholders engagement? Yes/No
- Detailing a work plan with clearly defined tasks, schedules and budgets? Yes/No
- other: ------------------------ | Other considerations that may be relevant. |

Is there a TOR that was applied to identify the RTE core team and stakeholders? Yes/No

- If yes, is it accessible?

Has the RTE Team held meetings? Yes/No

- If yes, how often was the consultative meeting held?
- Who participated in the RTE team meeting?
  - Farmers (men, women, Youth, etc)? Yes/No
  - Academic institutions? Yes/No
  - Research centers? Yes/No
- Others: ------------------------ | Other considerations that may be relevant. |

Were the proceeding of all meetings recorded and documented? Yes/No

- If yes, are the proceedings of the RTE Team accessible Yes/No

What language was or languages were used during the consultative meetings of the team? ------------------------ | Other considerations that may be relevant. |

How did the team support and facilitate the generation of trusted information and promotion of participatory on-farm research in ecological farming? | Other considerations that may be relevant. |
### Did the team align RTE activities with the:

- long term agricultural development strategy/plans issued by the GOE to achieve food security
- need to achieve maximum development benefits in the face of climate change other environmental problems

### RTE-roadmap: *Key Informant Interview to Pillar I implementers*

**Did you have an approved RTE roadmap at the start of the project? Yes/No**

**What support was provided for the preparation of the EOA-RTE roadmap and its endorsement?**

**Has the roadmap help identify the major needs and gaps of RTE? Yes/No**

If yes has it help:

- articulate priority areas for RTE? Yes/No
- Prepare templates for reporting and tracking implementation? Yes/No
- Establish a protocol for follow up and reporting of RTE activities? Yes/No

- Was the preparation and endorsement process of the roadmap participatory? Yes/No
  - Who was responsible to coordinate the preparation? ___
  - Were inputs elicited from stakeholders (farmers, academic institutions, research centers, etc)? Yes/No
  - Who was responsible to coordinate the endorsement of the RTE roadmap? ___

**Who was responsible to track implementation of the RTE roadmap?**

**Who was responsible for the day-to-day management of the EOA-RTE activities?**

### EOA Relevant technologies and practices identification and prioritization: *Key Informant Interview to Pillar I implementers*

**Were adequate resources devoted to acquire data on EOA relevant technologies and practices? Yes/No**

**What was the focus of data collection process?**

- Identify status of EOA relevant existing and new technologies and practices?
- Analyze cost and benefits of the existing and new EOA relevant technologies?
- Define performance characteristics of the existing and new EOA relevant technologies?

**Were traditional technologies and practices that harm the environment identified and documented? Yes/No.**
<table>
<thead>
<tr>
<th>Question</th>
<th>Yes/No</th>
</tr>
</thead>
<tbody>
<tr>
<td>Were existing and new EOA relevant technologies identified, prioritized and documented? Yes/No</td>
<td></td>
</tr>
<tr>
<td>If yes, are the prioritized EOA relevant technologies and good practices relevant for:</td>
<td></td>
</tr>
<tr>
<td>• Moisture retention? Yes/No</td>
<td></td>
</tr>
<tr>
<td>• Water use efficiency? Yes/No</td>
<td></td>
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<tr>
<td>• Pest management? Yes/No</td>
<td></td>
</tr>
<tr>
<td>• Building resilience to climate shocks? Yes/No</td>
<td></td>
</tr>
<tr>
<td>• Avoidance of GHG emissions? Yes/No</td>
<td></td>
</tr>
<tr>
<td>• combating desertification Yes/No</td>
<td></td>
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<tr>
<td>• mitigation of drought Yes/No</td>
<td></td>
</tr>
<tr>
<td>• reducing loss of biodiversity Yes/No</td>
<td></td>
</tr>
<tr>
<td>• Other.</td>
<td></td>
</tr>
<tr>
<td>Who participated in the participatory on-farm research in EOA?</td>
<td></td>
</tr>
<tr>
<td>Is a profile on the package of prioritized technologies and good practices prepared? Yes/No</td>
<td></td>
</tr>
<tr>
<td>If Yes, What are included in the package?</td>
<td></td>
</tr>
<tr>
<td>• Existing</td>
<td></td>
</tr>
<tr>
<td>• New</td>
<td></td>
</tr>
<tr>
<td>Please describe which traditional farming systems are identified as most relevant?</td>
<td></td>
</tr>
<tr>
<td>With which EOA friendly systems are the participating farmers feel most familiar with?</td>
<td></td>
</tr>
</tbody>
</table>

**FTC’s Capacity development: Key Informant Interview to Pillar I implementers**

<table>
<thead>
<tr>
<th>Question</th>
<th>Yes/No</th>
</tr>
</thead>
<tbody>
<tr>
<td>What measures were taken to enable FTCs for action and delivery of results</td>
<td></td>
</tr>
<tr>
<td>• Appropriate needs and opportunities identified? Yes/No</td>
<td></td>
</tr>
<tr>
<td>• Mission and strategic of FTCs focused? Yes/No</td>
<td></td>
</tr>
<tr>
<td>• Robust targets set to serve the target groups? Yes/No</td>
<td></td>
</tr>
<tr>
<td>Has the capacity of FTCs for the dissemination of GEAPPs built? Yes/No</td>
<td></td>
</tr>
<tr>
<td>• FTC’s needs of and opportunities identified? Yes/No</td>
<td></td>
</tr>
<tr>
<td>• Mission and strategic of FTCs refocused? Yes/No</td>
<td></td>
</tr>
<tr>
<td>• FTCs set their respective targets? Yes/No</td>
<td></td>
</tr>
<tr>
<td>• Technical capacity of FTCs developed? Yes/No? How?</td>
<td></td>
</tr>
<tr>
<td>• Material capacity of FTCs developed?</td>
<td></td>
</tr>
<tr>
<td>• Financial capacity of FTCs developed? Yes/No? How?</td>
<td></td>
</tr>
</tbody>
</table>

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46
• Organizational capacity of FTCs developed? Yes/No? How?--------
• Training materials adapted/developed? Yes/No
• Training provided to FTCs’ managers and staffs? Yes/No
Do you believe that you have created a robust "technology transfer" community to carry out the tasks needed following the assessment stage?

FTC’s capacity and actions: *Key Informant Interview to FTC’s Managers and staffs*

Has your capacity enhanced for the dissemination of good ecological farming practices?

How was your capacity built:
- technical capacity: ------------------------
- material capacity: -----------------------
- financial capacity: ----------------------

Did you tailor needs responsive training program to build local expertise through TOTs?
- What were the topics covered to achieve the training objectives? ------------------------
- Which training methods were used to help acquire the intended lessons? ------------------
- What was the maximum number of people handled in the training? ----------------------
- What were your expectations and wishes from the training? --------------------------
- Which kind of knowledge, awareness and skills you developed? ----------------------
- Were the transferred knowledge, awareness and skills the same as with what you wanted to learn? ----------------------

How did you tailor the EOA relevant technologies and good practices to the specific needs of your trainees (local farmers):
- Observing the available capabilities in the area where the technologies intend to serve? yes/No
- Ensuring whether the technologies Serve the demands on local customs, life styles and cultural patterns of end-users? yes/No
- Ensuring whether the technologies help optimize the use of locally-available natural resources? yes/No

What approaches did you follow to build local expertise (TOTs) by implementing the designed needs responsive training programme?
- Conducting workshops, experience sharing visits, demonstration projects, etc? yes/No
- If yes, briefly describe the situation: ----------------------
- Equipping TOTs or EOA practitioners with appropriate knowledge and skills? yes/No
  If yes, briefly describe the situation: --------------------------
- Enabling, in particular the acquisition of knowledge and skills by organized women, youth group and vulnerable groups? yes/No
  If yes, briefly describe the situation: --------------------------
- Were end-users provided with the necessary resources and infrastructure to access and use EOA relevant research results and technologies?yes/No
  If yes, briefly describe the situation: --------------------------

### Capacity of TOTs: Key Informant Interview to TOTs /EOA practitioners

<table>
<thead>
<tr>
<th>What EOA-relevant technologies or good practices were introduced to you?</th>
<th>--------------------------</th>
</tr>
</thead>
<tbody>
<tr>
<td>How were you introduced with these technologies and good practices?</td>
<td>Through:</td>
</tr>
<tr>
<td>- Experience sharing visit? Yes/No</td>
<td></td>
</tr>
<tr>
<td>- Workshop? Yes/No</td>
<td></td>
</tr>
<tr>
<td>- Training? Yes/No</td>
<td></td>
</tr>
<tr>
<td>- Demonstration? Yes/No</td>
<td></td>
</tr>
<tr>
<td>- other:</td>
<td></td>
</tr>
<tr>
<td>who introduced you with these technologies and good practices?</td>
<td>---------------</td>
</tr>
<tr>
<td>Were you familiar with the technologies or good practices introduced to you?</td>
<td></td>
</tr>
<tr>
<td>Which technologies or good practices you identify as relevant to you?</td>
<td></td>
</tr>
<tr>
<td>Which of the existing and new technologies and good practices you tried?</td>
<td></td>
</tr>
<tr>
<td>What is your experience and observation regarding these technologies?</td>
<td></td>
</tr>
</tbody>
</table>

### TOT’s actions: Key Informant Interview to TOTs /EOA practitioners

- Have you transferred the EOA relevant information to farmers? Yes/No
- Which technology or good practice is being applied by the local farmers? ---------------
- What is the proportion of male and female that participated in the application of the technology? ---------------
- Were there experience sharing visit useful? Yes/No
  If yes:
**Term Evaluation Final Report | January, 2016**

<table>
<thead>
<tr>
<th>Have you tried lessons from experience sharing visits?</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>What did they observe?</td>
<td></td>
</tr>
</tbody>
</table>

What is your achievement in terms of linking farmers with agricultural experts and researchers?  

Is increased investment exhibited in the following key agricultural sub-sectors?

- **Livestock?** Yes/No  
  If yes, briefly describe the situation:  

- **Food crops?** Yes/No  
  If yes, briefly describe the situation:  

- **Environment?** Yes/No  
  If yes, briefly describe the situation:  

- **Other**  

Has partnerships and interactions among EOA value chain actors and stakeholders increased? Yes/No?  
If yes, briefly describe the situation:  

---

**Pillar II: Value chain and market development:**  
**Market Study:**  
*Key Informant Interview to Pillar II implementers and regional research institutes and universities*

<table>
<thead>
<tr>
<th>Is a study on the production of organic vegetable for markets produced?</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes/No</td>
<td></td>
</tr>
<tr>
<td>Who were involved in the preparation study?</td>
<td></td>
</tr>
<tr>
<td>-</td>
<td></td>
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<tr>
<td>-</td>
<td></td>
</tr>
<tr>
<td>-</td>
<td></td>
</tr>
</tbody>
</table>

Does the study cover:

- **Demand?** Yes/No  
- **Feasibility?** Yes/No  
- **Profitability?** Yes/No  
- **Competitiveness?** Yes/No  
- **Market channels?** Yes/No  

Is the study accessible?

Briefly describe the following particulars:

- **Type of vegetable(s) covered under the study:**  
- **Customers of the organic vegetable destined for the market?**  
- **What would you think is the average income/revenue of customers?**  
- **Is the organic vegetable destined for the market new?** Yes/No
e. Had the potential buyers seen or heard about organic vegetable before? Yes/No

f. Why is this product the correct one to offer to these customers? ----

______________________________

g. What makes you think you can succeed with these customers? -----

______________________________

h. Why would customers switch to the new EOA product? -----------

______________________________

Capacity needs and gaps assessment: *Key Informant Interview to research institutes, universities and experts inworeda agriculture SME offices*

- Were capacity development needs of organic farmers on value chain and market development assessed and documented? yes/no
- What were the identified needs? -------------------
  - technical: -------------------------------------
  - financial: -------------------------------------
  - execution: -------------------------------------
  - institutional: ----------------------------------
- What were the identified gaps? -------------------
  - technical
  - financial
  - execution
  - Institutional
- Is the report on capacity gaps and needs assessment accessible?
- What is the status of the target to revitalize the “EAOA” as one of the non-state actors
  - Has instrument/document for the establishment of EAOA submitted for registration?
  - Is an interim multi-stakeholder body tasked with providing advice on how to speed up the registration process established? Yes/No
  - If Yes:
    Describe the number of consultative meetings held what major guidance provided by the advisory body

Capacity gap response measures

- How did you address the identified capacity gaps? Through: --------
  ________________________________
- Is a "train-the-trainer" documentation prepared? Yes/no?
- Does the documentation include:
- Train-the-trainer slides with delivery narrative?
- Work book for distribution?
- Sample case study for use in training sessions?
- Training delivery notes and comments?
- Other? 
  
Is train-the-trainer documentation accessible? yes/no

<table>
<thead>
<tr>
<th>How many trainers were trained?</th>
</tr>
</thead>
<tbody>
<tr>
<td>○ number: ---------------------</td>
</tr>
<tr>
<td>○ duration: -------------------</td>
</tr>
<tr>
<td>○ profile of trainees: --------</td>
</tr>
<tr>
<td>○ other information: ---------</td>
</tr>
</tbody>
</table>

What was the scope of the training

- Participatory guarantee system? Yes/No
- EOA business Plan preparation? Yes/No
- Preparing farm plan for certification? Yes/No
- EOA product marketing skills? Yes/No
- EOA product promotion? Yes/No
- EOA vegetable production? Yes/No
- Post harvest handling and processing? Yes/No
- other -----------------------------------

- Which training methods were used to transfer knowledge and skill? -----------------------------------
- was the participant’s expectations and wishes recorded? if yes; what was
  ○ their expectation on knowledge transfer-----------------
  ○ expectation on skill transfer -------------------------
- Does the feedback match with what the trainees wanted to learn?
- Is the feedback accessible?

Organizing organic farming groups: *Key Informant Interview to local administration at the lowest effective level*

- Were organic farming groups existed within the project area before the beginning of the project? Yes/No
- If yes, please specify their number, composition, etc ----------------------
  
Did you organize new organic vegetable producing farming groups? Yes/No

Was the main motivation of the organic farming group to:

- Earn a regular income? Yes/No
- Reduce cost? Yes/No
- Be involved day to day? Yes/No
- Be involved only part time? Yes/No
- Earn one-time fee or lump sum payment? Yes/No
- Create a valuable business over time by growing it slowly? Yes/No
- Engage family members? Yes/No
- Improve the environment? Yes/No
- Other: ____________

**Were collaborating farmers with similar production defined and organized voluntarily? Specify**

- What laws, regulations and local conditions that must be observed? ________________
- What permits must be obtained and from whom? ___________________________
- What formal and informal approvals/permissions must be obtained? _______________
- What must be observed throughout the period of operation? _______________
- Describe the process and procedures followed to establish the organic farming (PGS) groups?
  - process _________
  - procedure _________

- Have the organic farming groups acquired legal personality?
- If yes, what is their legal status?
  - Organization for profit? yes/no
  - Community organization? yes/no
  - Non-profit organization? yes/no
  - other ________________________________
- Is the instrument for the establishment of the organic farming groups accessible?

**Organic vegetable farm planning: Key Informant Interview to organic vegetable farming groups**

- Are your organic vegetable buyers living in the same village? Yes/No
- Are they living far away, in another town or even in another region? Yes/No
- Have you prepared an organic vegetable farm plan?
  - If the answer is "yes":
    - which standard was used for the preparation of the organic farm plan ______________
### Why was that standard chosen?

- 

### What is the size of the farmland covered under the plan?

- 

### Who were involved in the preparation of the plan?

- 

Does the group have an internal regulation to address non-compliance with EOA requirements as contained under the organic farm plan? Yes/No

Was an internal inspection system (ICS) defined and documented? Yes/No

Are the plan and ICS documents accessible? Yes/No

<table>
<thead>
<tr>
<th>Is the group aware of the significance of organic certification? Yes/No</th>
</tr>
</thead>
<tbody>
<tr>
<td>How? ---------------------------------------------</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Is the group aware of the significance of organic labels? Yes/No</th>
</tr>
</thead>
<tbody>
<tr>
<td>How? ---------------------------------------------------------</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Is the group aware of the significance of ICS? Yes/no</th>
</tr>
</thead>
<tbody>
<tr>
<td>How? ---------------------------------------------------</td>
</tr>
</tbody>
</table>

How often has been each single farmland inspected based on the ICS? 

Describe how? 

Describe the mechanism used to inform consumers that your vegetables are in compliance with EOA requirements 

---

### Organic vegetable production and sales: *Key Informant Interview to organic vegetable farming groups*

**What quantity of organic vegetable was produced for the market in 2013-2015?** 

- Quintal

**Who are the potential buyers of the produced organic vegetable?**

- 

**How did you manage to reach these customers? Through:**

- Market days? Yes/No
- New sales force? Yes/No
- Existing distributors? Yes/No
- Media? Yes/No
- NGOs? Yes/No
- Other: 

**Why would these customers choose organic over traditional vegetables?**

- Lower price? Yes/No
- Health related reason? Yes/No
- Environmental reason? Yes/No
- No other choice? Yes/No
- Other:

Was the organic vegetable placed in market labeled as "organic"? Yes/No
If the answer is no, what measures were taken to help buyers distinguish organic vegetable from traditional similar products? ........................

What was the estimated cost of producing organic vegetable? ........................

What was the average price of organic vegetable that was placed in the market? ........................?

What was the average price of a similar traditional vegetable in the market? ........................?

Has income of the group increased due to the production and marketing of organic vegetables? Yes/No
  * If Yes, by what percent? ........................

What quantity of organic vegetable can be made available for the market by organic producers during: 2016? 2017? 2018?

Approximately how many customers can be served in next three years:

Crosscutting Issues: *Key Informant Interview to all relevant stakeholders*

Assessment of the formulation of the project and its overall design

<table>
<thead>
<tr>
<th>Project formulation stage:</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Were the project’s objectives and components clear, practicable and feasible within its time frame?</td>
<td></td>
</tr>
<tr>
<td>2. Were lessons from other relevant projects properly incorporated in the project design?</td>
<td></td>
</tr>
<tr>
<td>3. Were the partnership arrangements properly identified and roles and responsibilities negotiated prior to the approval of the project?</td>
<td></td>
</tr>
<tr>
<td>4. Were counterpart resources (funding, staff, and facilities), and adequate project management arrangements in place at project entry?</td>
<td></td>
</tr>
<tr>
<td>5. Were the project assumptions and risks well articulated?</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Implementation Stage</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Was the logical framework used during implementation as a management and M&amp;E tool</td>
<td></td>
</tr>
<tr>
<td>2. Were feedbacks from M&amp;E activities used for adaptive management?</td>
<td></td>
</tr>
<tr>
<td>3. What was the extent of co-financing (in cash/kind) across the pillars?</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td>4.</td>
<td>Is there discrepancy between expected and actual co-financing? What are the reasons for differences?</td>
</tr>
<tr>
<td>5.</td>
<td>What were the effects of co-financing on project outcomes and/or sustainability?</td>
</tr>
<tr>
<td>6.</td>
<td>Is there additional resource that have been committed as a result of the project</td>
</tr>
<tr>
<td>7.</td>
<td>Is there variance between planned and actual expenditures? Please specify</td>
</tr>
<tr>
<td>8.</td>
<td>What observations and major findings were made during financial audit?</td>
</tr>
<tr>
<td>9.</td>
<td>Was the financial planning helped to take informed decisions on budgeting? Allowed the timely flow of funds or payment?</td>
</tr>
<tr>
<td>10.</td>
<td>Are planned activities completed as cost-effective as initially planned?</td>
</tr>
<tr>
<td></td>
<td>• Did planned activities exceed the cost levels of similar projects in similar contexts</td>
</tr>
</tbody>
</table>

### ISD'S Efforts
- Was the support of ISD focused on processes and/or results?
- Describe the adequacy, quality, and timeliness of ISD's support
- Describe responsiveness of ISD to significant implementation problems, if any
- Has the M&E plan included the following at project start up?
  - A baseline (including data, methodology, etc.)?
  - SMART indicators and periodic reporting and evaluation?
  - Adequate funding for M&E activities?

### Adaptive management
Were changes made in the project during implementation? If yes, why were changes made?
- a) original objectives were not sufficiently articulated;
- b) exogenous conditions changed, due to which a change in objectives was needed;
c) project was restructured because original objectives were overambitious;
d) project was restructured because of a lack of progress;
e) Other (specify).

Were the changes presented in writing and then approved by the project steering committee?
What other procedural steps were applied?
Did the project undergo significant changes as a result of its modification?
If the changes were extensive, did they materially change the expected project outcomes?

Capacity Building Gap Assessment: EOA-ISD office

**General**

1.1. Name of Bureau/office

1.2. Total number of employees

   a. Male
   b. Female

1.3. Employees Educational Level

<table>
<thead>
<tr>
<th>Level of Education</th>
<th>Number of Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. Elementary School (Grades 1 to 6)</td>
<td></td>
</tr>
<tr>
<td>b. Junior Secondary (Grade 7 &amp; 8)</td>
<td></td>
</tr>
<tr>
<td>c. Senior Secondary (Grades 9 to 12)</td>
<td></td>
</tr>
<tr>
<td>d. Certificate or Diploma (Grade 12 + 1 or 2 Years)</td>
<td></td>
</tr>
<tr>
<td>e. First Degree or equivalent</td>
<td></td>
</tr>
<tr>
<td>f. Second Degree and Above</td>
<td></td>
</tr>
</tbody>
</table>

**Capacity Building**

<table>
<thead>
<tr>
<th>No</th>
<th>Items</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Human Resources</td>
</tr>
<tr>
<td>1.1</td>
<td>1.1.1 Are human resources adequate to carry out your office objectives specifically related to developing and managing component project activities (CPAs) under EOA project?</td>
</tr>
<tr>
<td></td>
<td>a. In numbers</td>
</tr>
<tr>
<td></td>
<td>b. In skill</td>
</tr>
<tr>
<td></td>
<td>Identify and attach the appropriate staff numbers, including job title, responsibilities, educational background and professional experience.</td>
</tr>
<tr>
<td>No</td>
<td>Items</td>
</tr>
<tr>
<td>----</td>
<td>-----------------------------------------------------------------------</td>
</tr>
<tr>
<td>1.1.2</td>
<td>Is the organizational structure of the office /section appropriate for implementing component project activities (CPAs) under project? (Attach an organization chart)</td>
</tr>
<tr>
<td>1.1.3</td>
<td>Are appropriate staff familiar with policies and procedures related to component project activities (CPAs) under EOA project</td>
</tr>
<tr>
<td>1.1.4</td>
<td>Do have a separate department/unit in your office for handling component project activities (CPAs) under EOA project?</td>
</tr>
<tr>
<td>1.1.5</td>
<td>If your answer for Q1.1.4 is no, who is handling the day to day activities of the program?</td>
</tr>
<tr>
<td>1.2</td>
<td>Are leaders in different levels competent enough to lead component project activities (CPAs) under EOA project?</td>
</tr>
<tr>
<td>1.3</td>
<td>Do leaders have the capacity to manage relations with stakeholders inclusively and constructively? Do all organizational members have adequate interpersonal skills?</td>
</tr>
<tr>
<td>1.4</td>
<td>Did your employees attend any training in last 3 years related to EOA project? If “yes” list the top five training topics.</td>
</tr>
<tr>
<td>1.5</td>
<td>List the top five training topics which you think are very important to component project activities (CAS) under project;</td>
</tr>
<tr>
<td>2</td>
<td><strong>Organizational Capacity</strong></td>
</tr>
<tr>
<td>2.1</td>
<td>Does your office have an appropriate, clear and functional organizational structure?</td>
</tr>
<tr>
<td>2.2</td>
<td>Does your office have a mission and set of values which are clearly understood, agreed and approved by all the members of the office</td>
</tr>
<tr>
<td>2.3</td>
<td>Are detailed implementation plans made with activity time tables?</td>
</tr>
<tr>
<td>2.4</td>
<td>Are implementation plans related to objective of EOA project made with the involvement of all the stakeholders?</td>
</tr>
<tr>
<td>2.5</td>
<td>Are plans followed and used or revised appropriately when carrying out activities?</td>
</tr>
<tr>
<td>2.6</td>
<td>Does your office have adequate internal financial resources to meet EOA goals and objectives?</td>
</tr>
<tr>
<td>2.7</td>
<td>Does the office possess adequate logistical infrastructure and equipment (e.g.: car Moto, bicycle, etc to conduct its day to day job)?</td>
</tr>
<tr>
<td>2.8</td>
<td>List your partners and stakeholders related to the EOA project</td>
</tr>
<tr>
<td>No</td>
<td>Items</td>
</tr>
<tr>
<td>----</td>
<td>----------------------------------------------------------------------</td>
</tr>
<tr>
<td>2.9</td>
<td>Do you have a common platform with your partners, stakeholders and collaborators related to the EOA project?</td>
</tr>
<tr>
<td>2.10</td>
<td>Does the office collaborate with other government offices, local/national NGOs/CBOs in the country to produce sound and relevant programs?</td>
</tr>
<tr>
<td>2.11</td>
<td>Are roles and responsibilities of each unit and individual clear and communicated?</td>
</tr>
<tr>
<td>2.12</td>
<td>Does your office have a responsible body for capacity building activities?</td>
</tr>
<tr>
<td>2.13.1</td>
<td>If is &quot;yes&quot; indicate name of the body</td>
</tr>
<tr>
<td>2.13.2</td>
<td>If &quot;No&quot; how do you manage capacity building activities</td>
</tr>
<tr>
<td>2.13</td>
<td>Does the bureau/office have established reporting responsibilities that specify -what reports are to be prepared, what they are to contain, and how they are to be used?</td>
</tr>
<tr>
<td>2.14</td>
<td>Are reports prepared in a timely fashion so as to be useful to management for decision making?</td>
</tr>
<tr>
<td>2.15</td>
<td>Does the reporting system have the capacity to link the financial information with the EOA project's physical progress?</td>
</tr>
</tbody>
</table>

3  PROCESSES AND SYSTEMS

| 3.1| Are there clear and transparent human resource management systems and procedures? |     |    |
| 3.2| Are there adequate work procedures which guide the implementation of component project activities (CPAs) under EOA project? |     |    |
| 3.3| Are there any systems which help the office to keep informed about the latest techniques/competencies/policies/trends related to the EOA project? |     |    |
| 3.4| Does the community have decision making responsibility? |     |    |
| 3.5| Are the stakeholders and communities involved in all phases of the program? |     |    |
| 3.6| Do communities feel they "own" the EOA project/activities of the office? |     |    |
| 3.7| Are External resources (from other offices, government, NGO's/CBO's etc) involved appropriately? |     |    |
| 3.8| Does the community (not just beneficiaries/members) have knowledge of the activities of the project/office? |     |    |
| 3.9| Does the office have credibility (is trusted, respected) in the community at large? |     |    |
1.1. Indicate training topics you think are necessary to the implementation and management of component project activities (CPAs) under EOA-ISD effectively. (Indicate the training topic, the level of need and importance)

<table>
<thead>
<tr>
<th>No</th>
<th>Training Topics</th>
<th>NEED FOR TRAINING</th>
<th>IMPORTANCE</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>1 – Little need</td>
<td>1 – Some importance</td>
</tr>
<tr>
<td></td>
<td></td>
<td>2 – Some need</td>
<td>2 – Desirable</td>
</tr>
<tr>
<td></td>
<td></td>
<td>3 – Substantial need exists</td>
<td>3 – Very important</td>
</tr>
<tr>
<td></td>
<td></td>
<td>4 – Urgent attention requested</td>
<td>5 – Top priority</td>
</tr>
<tr>
<td>1.</td>
<td></td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>2.</td>
<td></td>
<td>2</td>
<td>2</td>
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<tr>
<td>3.</td>
<td></td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>4.</td>
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<td>4</td>
<td>4</td>
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<tr>
<td>5.</td>
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<td></td>
<td></td>
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<tr>
<td>6.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7.</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

1.2. What capacity building measures do you suggest to successfully implement component project activities (CPAs) under EOA project?

____________________________________________________________________________________

1.3. What measures (capacity building and otherwise) do you suggest in order to appropriately communicate and work together with your stakeholders to properly manage and implement component project activities (CPAs) under project?

____________________________________________________________________________________

1.4. What type of technical assistance do your office need to improve the capacity of its human resources in managing component project activities (CPAs) under project and why? (indicate the assistance needed and the reason you need the specific assistance)

____________________________________________________________________________________

RELEVANCE –

Is the project relevant to the sustainable development objectives and priorities of the GoE?

- Does the Project support the development objectives of the GoE at the local, regional and national level?
- How country-driven is the Project?
<table>
<thead>
<tr>
<th>Does the Project adequately take into account domestic realities, both in terms of institutional framework and priorities during its design and implementation stages?</th>
</tr>
</thead>
<tbody>
<tr>
<td>To what extent were project partners/stakeholders involved in the design of the Project?</td>
</tr>
<tr>
<td>Does the Project address the needs of the target beneficiaries?</td>
</tr>
<tr>
<td>• How does the Project support the needs of target beneficiaries?</td>
</tr>
<tr>
<td>• Is the implementation of the Project been inclusive of all relevant Stakeholders?</td>
</tr>
<tr>
<td>• Are local beneficiaries and stakeholders adequately involved in Project design and implementation?</td>
</tr>
<tr>
<td>Is the Project internally coherent in its design?</td>
</tr>
<tr>
<td>• Is there a direct and strong link between project expected results and the Project design?</td>
</tr>
<tr>
<td>• Is the length of the Project conducive to achieve project outcomes</td>
</tr>
<tr>
<td>How is the project relevant in light of other donors?</td>
</tr>
<tr>
<td>• Were the supported activities and objectives unsupported by other donors?</td>
</tr>
<tr>
<td>• Has the support addressed gaps (or give additional stimulus) that are necessary but are not covered by other donors?</td>
</tr>
<tr>
<td>• Was the project coherent and complementary to other donor programs under implementation nationally or regionally?</td>
</tr>
<tr>
<td>Future directions for similar projects</td>
</tr>
<tr>
<td>• What lessons have been learnt and what changes could have been made to further strengthen the relevance of the project?</td>
</tr>
<tr>
<td>• How could the project better target and address priorities and development challenges of targeted beneficiaries?</td>
</tr>
</tbody>
</table>

**EFFECTIVENESS**

<table>
<thead>
<tr>
<th>Is each Project Pillar effective in achieving its respective expected outcomes?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Is the Research Training &amp; Extension Pillar effective in improving the capacity of communities, experts and local administration for scaling up and institutionalization of good ecological farming</td>
</tr>
</tbody>
</table>
practices through participatory on-farm research in ecological farming?

Has the Pillar achieved its outcome?

- # of partnerships among EOA stakeholders increased by X% from the base year situation
- types of EOA pedagogic tools and accessibility increased by x% from the base year situation
- linkages and interactions among EOA specific value Chain actors increased by X from the base year situation
- # of women working on EOA RTE increased by [50 or xx%] from the base year situation

Is the Pillar effective in terms of:

- putting in place institutional capacity to assess, plan and scale up good ecological farming practices through participatory on-farm research in ecological farming by taking advantage of newly available funding mechanisms (climate finance, GEF finance, etc)
- building capacity of and stimulate enhanced participation of communities, experts and local administration in scaling up and institutionalization of good ecological farming practices
- putting in place robust monitoring and evaluation programme for scaling up and institutionalization of good ecological farming practices through participatory on-farm research in ecological farming
- informing government for the incorporation of experiences of the project into its national policy or subsidiary policy instruments?

Is the Pillar on Value Chain and Market Development effective in enhancing the social life and wellbeing of smallholder farmers producing vegetables organically through integrating them with domestic value chain and market outlets?

Has the Pillar achieved its outcome?

- Production of organic vegetable for market increased by --- quintals compared with the base year situation
<table>
<thead>
<tr>
<th>Is the Pillar effective in terms of:</th>
</tr>
</thead>
<tbody>
<tr>
<td>• putting in place institutional capacity to assess, plan and integrate organic vegetables producers with domestic value chain and market outlets by taking advantage of newly available funding mechanisms (climate finance, GEF finance, etc)</td>
</tr>
<tr>
<td>• Building capacity of and stimulating the institutionalization of measures required for scaled up investment by smallholder farmers in the production of organic vegetable for markets?</td>
</tr>
<tr>
<td>• putting in place robust monitoring and evaluation programme that help institutionalize considerations required for enhanced integration of EOA product producers with domestic value chain and market outlets</td>
</tr>
<tr>
<td>• Informing government for the incorporation of experiences of the project related to the integration of organic product producers with domestic value chain and market outlets into its national policy or subsidiary policy instruments?</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Is the Information and Communication pillar effective in enhancing the dissemination and sharing of information on EOA to farmers and link them to agricultural experts and researchers?</th>
</tr>
</thead>
<tbody>
<tr>
<td>• The # of reporting by EOA stakeholders to XXX increased by X compared with the base year situation</td>
</tr>
<tr>
<td>• accessibility of EOA information improved by X compared with the base year situation</td>
</tr>
<tr>
<td>• # of EOA publications made available to the stakeholders increased by X compared to the base year situation</td>
</tr>
</tbody>
</table>
- # and types of EOA products produced in audio and video formats increased by X compared to the base year situation
- # of households reporting improvements in availability of EOA materials increased by X compared to the base year situation

Is the Pillar effective in terms of:
- putting in place institutional capacity to assess, plan and improve linkage of farmers with agricultural experts and researchers
- building capacity of and stimulating enhanced dissemination and sharing of information on good ecological farming practices to farmers
- putting in place robust monitoring and evaluation programme for scaling up and institutionalization of considerations required for the dissemination and sharing of information on EOA to farmers by linking them to agricultural experts and researchers
- informing government for the incorporation of experiences of the project related to the dissemination and sharing of information on good ecological farming practices to farmers into its national policy or subsidiary policy instruments?

is the Networking and linking Pillar effective in enabling the re-establishment of the Ethiopian Association of Organic Agriculture (EAOA)?
Has the Pillar achieved its outcome: Registration and operationalization of the EAOA?

Is the Pillar effective in terms of:
- Preparing instrument/document for the establishment of EAOA and submitting for registration?
- Securing decision on the registration of EAOA from the relevant competent agency?

---

<table>
<thead>
<tr>
<th># and types of EOA products produced in audio and video formats increased by X compared to the base year situation</th>
<th># and types of EOA products produced in audio and video formats increased by X compared to the base year situation</th>
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</thead>
<tbody>
<tr>
<td># of households reporting improvements in availability of EOA materials increased by X compared to the base year situation</td>
<td># of households reporting improvements in availability of EOA materials increased by X compared to the base year situation</td>
</tr>
</tbody>
</table>

Is the Pillar effective in terms of:
- putting in place institutional capacity to assess, plan and improve linkage of farmers with agricultural experts and researchers
- building capacity of and stimulating enhanced dissemination and sharing of information on good ecological farming practices to farmers
- putting in place robust monitoring and evaluation programme for scaling up and institutionalization of considerations required for the dissemination and sharing of information on EOA to farmers by linking them to agricultural experts and researchers
- informing government for the incorporation of experiences of the project related to the dissemination and sharing of information on good ecological farming practices to farmers into its national policy or subsidiary policy instruments?

Is the Networking and linking Pillar effective in enabling the re-establishment of the Ethiopian Association of Organic Agriculture (EAOA)?
Has the Pillar achieved its outcome: Registration and operationalization of the EAOA?

Is the Pillar effective in terms of:
- Preparing instrument/document for the establishment of EAOA and submitting for registration?
- Securing decision on the registration of EAOA from the relevant competent agency?
**Is the Policy and Program Development pillar effective in increasing food security through mainstreaming of EOA into the National Farming Systems?**

Has the Pillar achieved its outcome?

- Increased levels of EOA awareness and policy discourse among the law makers compared with the base year situation

**Is the Information and Communications pillar effective in enhancing the dissemination and sharing of information on EOA to farmers and link them to agricultural experts and researchers?**

Has the Pillar achieved its outcome?

- # of EOA reports from stakeholders and improvement in ease of access to EOA information increased by X compared to the base year situation
- # of EOA publications made available to the stakeholders increased by x compared to the base year situation
- # and types of EOA products produced in audio and video formats increased by x compared to the base year situation
- # of households reporting improvements in availability of EOA materials increased by x compared to the base year situation

**Have risk and risk mitigation being managed appropriately?**

Yes/No

- Were risks and assumptions identified during project design complete?
- Were risk mitigation strategies developed and implemented served the intended purpose?
- Were the strategies designed in a way that helps to enhance the long-term sustainability of the project?
- Were the information exchange and reporting systems in place served in identifying emerging risks and other issues?

**Future directions for similar projects**

- What lessons have been learnt for the project to achieve its outcomes?
- What changes could have been made (if any) to the design of the project in order to improve the achievement of the project expected results?
III. EFFICIENCY –

Was each Pillar of the Project provided with support in an efficient way?

- Is there requirement on and pre-prepared template for reporting?
- Were progress reports produced accurately, timely and in keeping with reporting requirements?
- Has the accounting and financial system produced adequate and timely financial reports?
- Were financial and/or progress reports used to evaluate efficiency of resource use?

Were financial resources utilized efficiently?

- What level of discrepancy exhibited between planned and utilized financial expenditures?
- Was there a target and plan to attract and secure co-financing? Did it happen as planned?
- Was experience of other entities used to compare the cost of achieving each pillar result against costs of similar projects?
- Could financial resources have been used more efficiently?

Was a feedback mechanism on exchange of lessons designed and implemented for ongoing project adjustment and improvement?

Did each Pillar of the project mainstream gender considerations into its respective areas of actions?

- What were the substantive considerations that had been taken into account for integrating gender?  
- What were the procedural considerations that had been taken into account for integrating gender?

To what extent were partnerships facilitated and supported?

- Which partnerships can be considered sustainable?

Future directions for the project
### IMPACTS –

**Is the Project effective in achieving its long term objectives?**

- Will the project achieve its objective?
- Will achievements contribute to its goal?
- Are there indications that the project has contributed to, or enabled progress towards:
  - Reduced environmental stress
  - Improved ecological status
  - Reduced poverty
  - Fairness and equity
  - Improved economic situation
  - Improved social justice

**Future directions for the project**

How could the project build on its apparent successes and learn from its weaknesses in order to enhance the potential for impact of ongoing and future initiatives?

### SUSTAINABILITY

Are sustainability issues adequately integrated in project design so as to minimize/avoid risks that are likely to affect the continuation of the overall project outcomes? Yes/No

- Is a risk management plan prepared to minimize financial risks that may jeopardize the sustainability of project outcomes?
- What is the likelihood of financial resources not being available once the project comes to an end?
- What is the likelihood of making available financial resources once the project comes to an end by Government, other donors, private sector

Is a risk management plan prepared to minimize socio-economic risks that may jeopardize the sustainability of project outcomes?
- Do key stakeholders see that it is in their interest that project benefits continue to flow?
- Is there sufficient public/stakeholder awareness in support of the project’s long-term objectives?
- Has project activities integrated into the local community production activities to the fullest?
- Had gender issues been taken into account during project design and implementation?

Is risk management plan prepared to minimize environmental risks that may jeopardize the sustainability of project outcomes?
- Drought?
- Floods?
- Loss of biodiversity?
- Pollution?
- Others?

Is there evidence that project partners will continue their activities beyond project support?
- Is institutional and individual capacity in place at the national and local levels adequate to ensure sustainability of the results achieved to date?
- Are project activities and results being replicated elsewhere and/or scaled up?

**Future directions for the project**
- Which areas/arrangements under the project show the strongest potential for lasting long-term results?
What are the key challenges and obstacles to the sustainability of results of the project initiatives that must be directly and quickly addressed?

Are national decision-making institutions (Parliament, Government etc.) ready to improve measures conducive to investment in EOAs?

Appendix B. FGD Topic Guide: Extension workers, village leaders; knowledgeable farmers

<table>
<thead>
<tr>
<th>FGD IDNO</th>
<th>Facilitator Initials</th>
<th>Note-taker Initials</th>
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<table>
<thead>
<tr>
<th>Participant sub-group: (circle):</th>
<th>Audio file:</th>
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<tr>
<th>Community number:</th>
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Introduction

I am ______________________________ from ______________________ (Facilitator)

I am ______________________________ from ______________________ (note-taker)

Instructions:

✓ Ask group to introduce themselves using first names
✓ Capture demographic details – using first name for discussion
✓ Explain general purpose of the study:
  • For FGD: To understand the experiences of participants with EOA project-KAP
✓ Aims of the discussion and expected duration (1 hour)
✓ Who is involved in the process (other participants)
✓ Why the participants’ cooperation is important
✓ What will happen with the collected information and how the participant/target group will benefit
✓ Ask group to define their own ground rules, for example:
  • Only one person talks at a time.
  • It is important for us to hear everyone's ideas and opinions. There are no right or wrong answers to questions – just ideas, experiences and opinions, which are all valuable.
  • It is important for us to hear all sides of an issue – the positive and the negative.
  • Confidentiality is assured. “What is shared in the room stays in the room.”
✓ Any questions?
✓ Check position and functioning of tape recorder/Note taker
✓ Check for everyone’s consent to participate and be recorded
✓ Refreshments will be served after the discussion

Now I am going to introduce some topics one at a time about your experiences when you are unwell, and I hope you can discuss them together.
<table>
<thead>
<tr>
<th>Domain</th>
<th>Topic and Probes</th>
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</table>
| (P-1): Knowledge, attitude and best practice from ISD’s Push-Pull Technology (PPT) | How relevant is the Push-Pull Technology (PPT) implemented in your farming practice?  
**Probe:** Farmer perception on major activities done, roles to enhance adaptation to ecological setup? In enhancing farmer’s innovativeness? Improving farmer’s productivity? Soil conservation? Local partnership (key stakeholders)? Preference of EOA to traditional farming (with reference to effectiveness and resource use)? Female, youth and pro-poor inclusion? In response to climate variability? |
| (P-2): Information and communication on EOA project | How do you perceive the role of EOA project activities in linking farmer beneficiaries through enhancing dissemination and sharing of information on EOA to farmers and in linking them to agricultural experts and researchers?  
| (P-3): Value Chain and Market Development | How do you explain the EOA project’s approach in enhancing the social life and wellbeing of smallholder farmers through integrating them with domestic value chain and market outlets?  
**Probe:** List of EOA project supported product value chains? Let’s draw value chain map for a specific product? Use clip chart! |
| (P-4): Networking and linking | What do you know about the Ethiopian Association of Organic Agriculture (EAOA)? **Probe:** structure, membership requirements, local partnership; main activities? |
| (P-5): Policy and Program Development | What is your perception if EOA project in influencing/informing policy/program development?  
**Probe:** science-policy-politics conversation? Local capacity to enhance EOA projects in linking to regional and national development agenda; major activities you propose? |
| (P-6): Institutional Capacity Building | Can you explain the EOA project support in improving your working capacity of the institution to effectively carry out the day to day planned activities to meet the set purposes?  
**Probe:** farmer extension service? Market development for farmers? |

**Closing**
We are now approaching the end of our discussion. Is there anything else anyone would like to add about the kind of EOA project you get from ISD that we have not talked about?  
- ✓ Summarize  
- ✓ Thank participants  
- ✓ Provide extra information and contacts to participants  
Collect participant demographic details
FGD Enrolment Form

<table>
<thead>
<tr>
<th>FGD IDNO:</th>
<th>Facilitator Initials:</th>
<th>Note-taker Initials:</th>
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Participant sub-group: (circle): __________________________ Audio file: |__|__|__|

Community number: |__|__| Date: |__|__|/|__|__|/|__|__|

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<thead>
<tr>
<th>ID</th>
<th>First name</th>
<th>Sex</th>
<th>Age</th>
<th>Community</th>
<th>Education status</th>
<th>Family size</th>
<th>EOA project beneficiary</th>
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</table>
Recruitment log for FGDs

<table>
<thead>
<tr>
<th>Participant Name</th>
<th>M/F</th>
<th>Date Approached</th>
<th>Successful contact?</th>
<th>Eligibility for sub-group...</th>
<th>Interested?</th>
<th>Consent?</th>
<th>FGD arranged (date)</th>
<th>Contact No.</th>
<th>Location</th>
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</table>
**FGD Note-Taker Form**

<table>
<thead>
<tr>
<th>FGD IDNO:</th>
<th>Facilitator Initials:</th>
<th>Note-taker Initials:</th>
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<table>
<thead>
<tr>
<th>Participant sub-group: (circle):</th>
<th>Audio:</th>
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<thead>
<tr>
<th>Community number:</th>
<th>Date:</th>
<th>Time start</th>
<th>end</th>
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</table>

Meeting place description: *detail and description, e.g. size and accessibility, and how this could affect the discussion; interruptions during the discussion*

Participants: *how many of those invited participated, description of demographics if not formally collecting this data*

Seating diagram:

![Seating Diagram](image_url)

Group dynamics: *general description – level of participation, dominant and passive participants, interest level, boredom, anxiety – and how these relate to the different topics discussed*
Impressions and observations:

Running notes (detailed notes following the discussion, as near verbatim as possible, including identification of all contributors):

---

**FGD Contact Summary Form**

---

**Team Debriefing Minutes Form - FGDs**

---

**Annex C: International evaluation principles and standards**

Important principles of every evaluation:

<table>
<thead>
<tr>
<th>Items</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Objectivity</td>
<td>In its conception and implementation every evaluation needs to achieve a</td>
</tr>
<tr>
<td></td>
<td>maximum level of objectivity and impartiality. Statement of facts needs to</td>
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<td>be methodically clearly distinguished from assessments. It is important</td>
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<td>that different perspectives are taken into account, as well as strengths</td>
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<tr>
<td></td>
<td>and weaknesses. Results, conclusions and recommendations need to be</td>
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<td>supported by evidence and must be comprehensible. The evaluators must have</td>
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<td></td>
<td>expert knowledge. Credibility also includes the independence of evaluators</td>
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<tr>
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<td>from all staff involved operatively. An evaluation needs to be as</td>
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<td>participatory as possible (e.g. developing jointly the Terms of Reference</td>
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<td></td>
<td>with the project partners, the possibility of all parties involved to</td>
</tr>
<tr>
<td></td>
<td>comment on the results or the evaluation report).</td>
</tr>
<tr>
<td>Independence of evaluators</td>
<td>The evaluation assignment must be clearly defined and focused:</td>
</tr>
<tr>
<td>Participation of all parties</td>
<td>Description of the initial situation (project programme details), objectives</td>
</tr>
<tr>
<td>concerned in the entire</td>
<td>of the project, the objectives of the</td>
</tr>
<tr>
<td>process</td>
<td></td>
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<tr>
<td>Transparency and Focus</td>
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**ISD Ethiopia | PELUM Kenya | SSNC**
evaluation, central questions, methodologies, qualifications of the evaluation team, reporting requirements. In most cases, an evaluation cannot cover all criteria to the same extent, hence a strict definition of priorities is essential.

FGD Contact Summary Form (to be completed by facilitator in conjunction with note taker)

FGD IDNO: | | | | | Facilitator Initials: |__|__|__|__|Note-taker Initials: |__|__|__|__|
Participant sub-group type (circle): __________________________
Meeting number: |__| | Date: |__|/|__|/|__|/|__|Today’s date: |__|/|__|/|__|/|__|
FGDs discussed: FGDs Nos: |__| | to |__| | 
Participant sub-group types (state no.): Male ____
Female ____
Leader ____
Supervisor ____

1. What were the main issues or themes that struck you during this focus group?

2. Were all the FGDs planned for this period completed? If not, what were the reasons for incompletion?

3. What new information did you gain through this focus group compared to previous focus groups in this study?

4. What were the main points made by the respondents during these FGDs (keep a tally by each point for number of discussions identifying the same point)?

5. Was there anything surprising to you personally? Or that made you think differently about this research question?

4. What information or ideas were new in these FGDs compared with previous FGDs, interviews and observations (keep a tally by each point for number of discussions identifying the same point)?

5. How would you describe the general atmosphere and engagement of the focus group?

4. Discuss the impact of the findings so far on intervention design and note ideas arising.
6. How would you describe the group dynamics? For example, were there any dominant individuals (what was the result and what were their IDNOs)? Did all participants contribute (this way)? Apply further exposure to different domains.

<table>
<thead>
<tr>
<th>Reliability</th>
<th>Completeness and clarity of reports</th>
<th>Fairness and protection of the interests of the parties involved</th>
<th>Utility</th>
</tr>
</thead>
<tbody>
<tr>
<td>The utilization and preparation of basic data is necessary in order to prove the assessment and the conclusions in a credible fashion. The evaluation results stated in the evaluation report must be comprehensible. The report has to be structured according to the criteria and evaluation questions. All evaluation questions must be answered. Security, dignity and rights of the persons involved in the evaluation must be protected. Evaluation recommendations are used for improving projects or programmes. Feedback to political and operative decision makers must be guaranteed through a clear responsibility for the implementation of the evaluation results.</td>
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</tbody>
</table>
Annex D: Overall End-term Evaluation schedule (Mapping)

<table>
<thead>
<tr>
<th>Inception phase (December 10-17)</th>
<th>Interim Phase (December 18-December 31)</th>
<th>Final phase (January 13-February 15)</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Singing contract agreement</td>
<td>• Consultation on data collection process and tools</td>
<td>• Consultation on tabulation plan;</td>
</tr>
<tr>
<td>• Kick-off meeting with ISD key staff</td>
<td>• Deployment for Fied data collection;</td>
<td>• Report writing;</td>
</tr>
<tr>
<td>• Developing Inception Report</td>
<td>• Developing final report outlines;</td>
<td>• Validation workshop</td>
</tr>
<tr>
<td>• Validating inception report; data collection tools and instruments; and survey schedule</td>
<td>• Intensive desk reviews/secondary data analysis (side works);</td>
<td>• Review and project sign-off</td>
</tr>
<tr>
<td>• Go-ahead message from ISD letter</td>
<td>• Database development and analysis</td>
<td></td>
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</tbody>
</table>
Annex B: Field observation photo

Wukuro Farmer FGD

Wukuro FGDs
Axum Farmer Research Group- FGD

Farmers’ Research Group demonstrating the planting from stem (Axum)
Farmer research group demonstrates organic fertilizer preparation from local resources (Axum)