 

ENHANCING NATIONALCAPACITYFOR LIVESTOCK SECTOR DEVELOPMENT ANDTRANSFORMATION PROJECT

**TERMINAL EVALUATION REPORT**

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Addis Ababa

By

Abera Gayesa Tirfi ………National Evaluation Consultant

# TABLE OF CONTENTS

[TABLE OF CONTENTS ii](#_Toc51822877)

[LIST OF TABLES iii](#_Toc51822878)

[LIST OF FIGURES iv](#_Toc51822879)

[LIST OF PICTURES iv](#_Toc51822880)

[ACRONYMS v](#_Toc51822881)

[EXECUTIVE SUMMARY vi](#_Toc51822882)

[1. INTRODUCTION 1](#_Toc51822883)

[1.1 Background and Context 1](#_Toc51822884)

[1.2 Objective of the Terminal Evaluation 2](#_Toc51822885)

[1.3 Scope of the Terminal Evaluation 3](#_Toc51822886)

[1.4 Evaluation Methodology 3](#_Toc51822887)

[1.4.1 Review of Relevant Documents 3](#_Toc51822888)

[1.4.2 Consultation and Interview of Stakeholders 3](#_Toc51822889)

[1.4.3 Field Visit to Project Sites 4](#_Toc51822890)

[1.4.4 Observation and Household Visit 4](#_Toc51822891)

[1.4.5 COVID -19 precautionary measures taken during FGDs and KIIs 5](#_Toc51822892)

[1.4.6 Consolidation and Analysis of Data, Rating of Performances and Production of Reports 5](#_Toc51822893)

[1.4.7 Validation of Findings and Finalization of Terminal Evaluation Reports 6](#_Toc51822894)

[1.5 Limitation of the terminal evaluation 7](#_Toc51822895)

[1.6 Structure of terminal evaluation Report 7](#_Toc51822896)

[2. PROJECT DESCRIPTION AND BACKGROUND CONEXT 8](#_Toc51822897)

[2.1 Project background and development context 8](#_Toc51822898)

[2.2 Description of UNDP intervention 9](#_Toc51822899)

[2.3 Project outcomes and outputs 10](#_Toc51822900)

[2.4 Project partners, implementation arrangement and monitoring and evaluation framework 11](#_Toc51822901)

[2.4.1 Project Partners and Implementation Arrangement 11](#_Toc51822902)

[2.4.2 Fund Administration and Project Approval Procedures 13](#_Toc51822903)

[2.4.3 Monitoring and Evaluation Framework 13](#_Toc51822904)

[3. EVALUATION FINDINGS 15](#_Toc51822905)

[3.1 Appropriateness of Project Design and Strategy 15](#_Toc51822906)

[3.2 Appropriateness of Project Management Arrangements 16](#_Toc51822907)

[3.3 Project Results 16](#_Toc51822908)

[*3.3.1* *Relevance* 17](#_Toc51822909)

[*3.3.2* *Effectiveness* 19](#_Toc51822910)

[*3.3.3* *Efficiency* 30](#_Toc51822911)

[*3.3.4* *Impact* 33](#_Toc51822912)

[*3.3.5* *Sustainability* 35](#_Toc51822913)

[*3.3.6* *Cross-Cutting Themes* 38](#_Toc51822914)

[*3.4* *Drawbacks and challenges affected achievements during implementation* 39](#_Toc51822915)

[*3.5* *Best practices and lessons learned* 40](#_Toc51822916)

[4 CONCLUSIONS AND RECOMMENDATIONS 42](#_Toc51822917)

[4.1 Conclusions 42](#_Toc51822918)

[4.2 Recommendations 49](#_Toc51822919)

[ANNEXES 51](#_Toc51822920)

[Annex 1: Terminal Evaluation TOR 51](#_Toc51822921)

[Annex 2: List of documents reviewed 56](#_Toc51822922)

[Annex 3: List of Officials and Persons Contacted 57](#_Toc51822923)

[Annex 4: Tentative Itinerary of field visits to project sitesand stakeholder consultation 59](#_Toc51822924)

[Annex 5: Review and rating of project achievements, July 2017 - June 2020 61](#_Toc51822925)

# LIST OF TABLES

[Table 1: Assessment of achievements of *output 1*: *policy, regulatory and institutional capacity strengthened for increased meat, dairy and poultry production* 21](#_Toc49280934)

[Table 2: Assessment of achievements of *output 2*: Increased cow dairy development at four Agro-Industrial Parks 24](#_Toc49280935)

[Table 3: Assessment of achievements of *output 3*: *Improved Poultry Development at the four Agro - Industrial Parks* 27](#_Toc49280936)

[Table 4: Assessment of achievements of *output 4*: *Enhanced meat (cattle, sheep, goat) development at four Agro - Industrial Park* 29](#_Toc49280937)

[Table 5: Budget planned, disbursed and Utilized for project implementation – ENCLSDT Project 32](#_Toc49280938)

# LIST OF FIGURES

[Figure 1: Project management arrangement 12](#_Toc49280941)

[Figure 2: Summary of overall project achievement ratings 30](#_Toc49280942)

# LIST OF PICTURES

[Picture 1: Uninstalled milk chilling machine and dairy farm at Elento Milk Marketing Cooperative 23](#_Toc49280966)

[Picture 2: Kabiso Shoke family with their calves (female) from synchronization campaign 24](#_Toc49280967)

[Picture 3: Kabiso Shoke (left) and Shegitu Geleto (right) with calves from AI Service in Yirgalem and Shashemene areas, respectively 35](#_Toc49280968)

# ACRONYMS

|  |  |
| --- | --- |
| AWP | Annual Work Plan |
| CO | Country Office |
| CRGE | Climate Resilient Green Economy |
| CSA | Central Statistical Agency |
| DAC | Development Assistance Committee |
| EIAR | Ethiopian Institute of Agricultural Research |
| FAO | Food and Agriculture Organization |
| FGD | Focus Group Discussion |
| GDP | Gross Domestic Product |
| GTP II | Growth and Transformation Plan II |
| HACT | Harmonized Approach to Cash Transfer |
| ILRI | International Livestock Research Institute |
| IP | Implementing Ppartner |
| JSC | Joint Steering Committee |
| LMP | Livestock Master Plan |
| LPAC | Local Project Appraisal Committee |
| M&E | Monitoring and Evaluation |
| MoA | Ministry of Agriculture |
| MoFEC | Ministry of Finance and Economic Cooperation |
| MoI | Minitry of Industry |
| MoLF | Ministry of Livestock and Fisheries |
| NTTF | National Technical Task Force |
| OECD | Organization for Economic Cooperation and Development |
| PIM | Project Implementation Manua |
| PMED | Planning, Monitoring and Evaluation Directorate |
| SNNP | South Nation Nationalities and People |
| UNDAF | United Nations Development Assistance Framework |
| UNDP | United Nations Development Program |
|  |  |

# EXECUTIVE SUMMARY

The livestock sector in Ethiopia faces various challenges that hinder it from meeting the rising demand for livestock and livestock products and from making substantial contribution to economic development. These challenges include low production and productivity, deficiencies in quality breeds, insufficient feed quality and water resources, poor animal health systems and disease control measures as well as limitations in sustainable land use management. Moreover, input supply and service delivery, value addition, market information and market infrastructure are not at the desired level. Even though, progress is witnessed in increasing livestock production, analysis of livestock production and consumption shows a huge shortfall in the supply of livestock products relative to demand.

It was in this light that UNDP along with the former Ministry of Livestock and Fisheries (MoLF) designed and implemented a project entitled *‘‘Enhancing National Capacities for Livestock Sector Development and Transformation’’*. The overall objective of the project was to generate a fundamental transformational change in the scale, quality, diversity and socio-economic benefits of the nation’s livestock sector. The purpose was to change livelihoods, build resilience, and create local employment opportunities, diversification of local economies and source of livelihoods.

In accordance with its corporate guidelines, which require terminal evaluation of its projects in the final year of implementation, UNDP commissioned the evaluation of the project *“Enhancing National Capacities for Livestock Sector Development and Transformation’’*. The main objective of the terminal evaluation is to review the implementation of the project interventions and achievement of results starting from its initial period (July 2017) to June 2020 so as to: (1) Measure the performance of the project; and, (2) Draw lessons to inform overall CO programming, and (3) Propose recommendations to enhance technical and financial performance for future similar interventions.

The evaluation was undertaken by an independent national consultant and the evaluation timeframe was for a period of 40 working days from 01 June 2020 to 24 July 2020.In the course of the project terminal evaluation participatory methodologies were employed to gather views of project stakeholders, which include project implementing government partners, cooperative management committee members and project beneficiary households. In general, desk review of project documents, consultation and interview of key stakeholders, visit and interview of beneficiary households, observation of key project results, analysis and rating of achievements has been done using criteria of relevance, effectiveness, efficiency, sustainability and impacts.

The terminal evaluation covered interventions of the project planned to be implemented during the period from July 2017 to date (June 2020) to deliver following planned outputs:-

Output 1: Policy, regulatory and institutional capacity strengthened for increased meat, dairy and poultry production,

Output 2: Increased Cow Dairy Development at the four Agro - Industrial Parks,

Output 3: Improved Poultry Development at the four Agro - Industrial Parks,

Output 4: Enhanced meat (cattle, sheep, goat) development at four Agro - Industrial Park.

**Major Findings**

The findings of the evaluation were based on the evaluation criteria of relevance, effectiveness, efficiency, sustainability and impacts and arebriefly presented as follows.

1. ***Appropriateness of Project Design***

It has been assessed that the project design was appropriate and addressed the real problems and constraints hampering the development and transformation of the sector which has been confirmed by the stakeholders consulted at each level of the assessment.The projectwas designed based on the capacity needs of national, regional and local institutions to enhanceskill and facility development. As described under *theory of change* during project design, the program was designed to enhance national capacities, i.e. leadership, institutional arrangement, knowledge-within government, smallholder farmers, cooperatives and cooperative unions, and value chain actors towards livestock sector development and transformation. Policy, regulatory and institutional capacity gaps in the livestock sector as well as capacity constraints in both public and private sector engaged in livestock development were identified during formulation stage. In terms of assumptions and risks, the project was designed with the assumption of improving production methods, increasing livestock productivity, enhance market efficiency and strengthening livestock value chains in three key livestock commodities; cow dairy; red meat from cattle, sheep and goats, and poultry. It has been anticipated that transformation of the livestock sector has the potential to eliminating poverty among livestock keeping households, helping family farms move from traditional to improved market-oriented systems and contribute to the national GDP.

The project design also addressed expected risks during implementation of the project. the project design anticipated three categories of risks; organizational, strategic and financial. Limitations in institutional capacity to fully realize the outputs of the program; strategic risks like lack of strong linkage between livestock interventions in the overall agriculture sector; and financial risks such as lack of financial resources to expand the program as desired were well assessed; and remedies that tackle the risks were proposed during the project design.

1. ***Appropriateness of Project management and Implementation Arrangement***

It has also been assessed that the project management arrangement was appropriate, simple and easy to implement. Livestock Sector was selected as key implementer and national, regional and local collaborating implementers were involved, and focused on four regions specifically the Agro-Industrial Parks. Some emerging regions like Benishangul-Gumuze and Gambella were also included. The appropriateness of the management and implementation arrangement have been confirmed by the key project stakeholders consulted during the assessment.

1. ***Relevance***

It has been assessed that the project was well aligned with the national priorities, the needs of the local beneficiary community, and well informed with UNDP Strategic Plan and aligned with United Nations Development Assistance Framework (UNDAF), 2016-2020. The national development priorities related to this program were development of smallholder crop and pastoral agriculture and all round support to educate youth to enable them organize and engage in agricultural businesses; which are some of the priorities anticipated to contribute to sustainable development and transformation of the agricultural sector. These priorities were documented in GTP II under pillars I and II. Pillar I anticipates sustain the rapid, broadbased and equitable economic growth and development while Pillar II anticipates increase the productive capacity and efficiency to reach the economy’s production possibility frontier through concurrently improving quality, productivity and competitiveness of productive sectors – agriculture and manufacturing industries). In terms of international priorities, the project is directly aligned with *GOAL 1* (End poverty in all its forms everywhere), *GOAL 2* (End hunger, achieve food security and improved nutrition and promote sustainable agriculture**)**, and Goal 5 (Achieve gender equality and empower all women and girls) of SDGs. In view of the above assessments, the project has been rated as *highly relevant*.

1. ***Effectiveness***

It has been assessed that the project *‘‘Enhancing National Capacity for Livestock Sector Development and Transformation’’*has contributed to the overall objectivesof the project; i.e. it has improved the transformational change in the scale, quality, diversity and socio-economic benefits of the nation’s livestock sector. This assessment has been evidenced output wise as follows:-

***Project Outputs Contribution towards Realization of UNDAF Outcome 2***:- UNDAF Outcome 2: ‘‘By 2020 Ethiopia has achieved robust and inclusive growth in agricultural production, productivity and commercialization of the agricultural sector’’. It has been assessed that the project has contributed towards enhancing productivity in the livestock sector, particularly the dairy sector. This has been witnessed by beneficiary households consulted in Shashemene, Dale, and Aleta Wondo Woredas. Accordingly, the new approach of AI service enabled beneficiaries to get improved vigour calves (mostly heifers) of 11 months age compared to the old normal system approach. In terms of income growth, a newly improved heifer aged 15 months is on average sold at ETB 33,000 while a calve obtained through old AI service system of the same age is on average sold at ETB 13,000.00, which shows a growth of 154% (ETB 20,000).

In the milk supply and marketing area, both women and men households engaged in milk production and supplying to cooperatives has improved their livelihood from the better payment they receive from the cooperatives. Most importantly women who used to take their milk to the market avoided nearly 2 – 3 hours spent for traveling to marker and use this saved time for other productive purposes.

Output wise, *output 1* (*Policy, regulatory and institutional capacity strengthened for increased meat, dairy and poultry production*) supported institutional capacity building through procuring feed mixer wagon and stand by generator for Holeta Nucleolus Herd Center; conducted and documented market integration study and value chain analysis on dairy and meat value chainsin three integrated agro-industries; trained 176 staff members (54 females)which acquired basic skill and knowledge on result based management; Monitoring & Evaluation Framework document developed and put in place.As a result of these interventions, it has been confirmed that the trainees have enhanced their skill and knowledge on result based planning, monitoring and reporting principles and approaches. Some of the trainees consulted also reported that their skill to plan, monitor and reporting has improved well. The enhanced skill of the staff in result based planning; monitoring and reporting enabled them to produce quality plans and reports. The study document on market integration and value chain analysis served as reference by government to design a comprehensive strategy on how to enhance production, productivity and commercialization of livestock products in the Agro-Commodities Procurement Zone.Although the machines provided to Holeta Nucleolus Centre are not installed and made functional, it expected that the feed mixer machine enhances the capacity of nucleus herd center to process hygienic feed for better semen production and ultimately genetic improvement of dairy cows. It has been learned that relevant government officials are committed and promised to install the machines and made operational in shorter time to achieve the designed objective.

Under *output 2* (*Increased Cow Dairy Development at the four Agro - Industrial Parks*) the achievements recorded include:8 model milk collection centers in pilot Integrated Agro-Industrial Zones were identified and supported; 400,000 doses of reproductive hormones was procured and distributed to 4 project regions; the project procured modern and high quality equipment, machines and cold chain tracks (6 lacto scans, 6 milk chillers, and 4 cold chain trucks) and distributed to project woredas in four regions; trained 30 cooperative management members (12 females); 149 DAs and experts (48 Females) trained on dairy husbandry and dairy value chains; and supported mass synchronization campaign in the four agro-industrial park areas.As a result of the above supports, the model milk collection centres/cooperatives were able to better support members supplying milk on how to improve milk production and keep quality; the cooperatives attained capacity to better manage and aggregate milk supplied from member producers, keep milk quality and handle transportation to Agro-processing industries and related firms. As a result of the new approach synchronization campaign of AI service, about 19,963 cows were injected with reproductive hormone and 17,203 cows were artificially inseminated, and a total of 18,688 farmers (2,640 females) were benefited. Reports indicate that these beneficiaries have obtained about 8,000 hybrid dairy calves in two round campaigns. Some individual women (7) and male (3) consulted during the evaluation confirmed that they got very vigour dairy calves from the system compared to the previous normal AI service practices; some of the first roud borne and aged 17 months calves have conceived and pregnant at this time. It has been learned from the participating cooperative management members that their skills and knowledge have been improved and enabled them to properly manage, aggregate and handle milk supplied from producer. Further, their execution and management capacity has well elevated related to previous situation. It has been confirmed that the skill and knowledge of trained DAs have improved compared to earlier situation. It has been learned that they have gained the knowledge and techniques that help them to work on improved dairy management and increase dairy production and productivity.

*Output 3* (*Improved Poultry Development at the four Agro - Industrial Parks*) performance achievements include:the project procured a high capacity hatchery machine (capacity to hatch 19,200 eggs)provided to Pawe chicken multiplication centre, which has been installed, functional, and practical training on hatchery provided. In addition, equipment, feeder and waterer were provided to Pawe, Gambella and Oromia chicken multiplication centres (4 government multiplication centres in Oromia region). These multiplication centres were supported with training on poultry bio-security; trained 56 (12 Female) regional and zonal experts on poultry value chain development and 82 village experts (16 females) on poultry husbandry and health care system; and draft poultry development policy and biosecurity guideline prepared and submitted for further review and approval. As a result of the provision of hatchery incubator, equipment, and related materials as well as skill training, it has been confirmed that the capacity of hatching and distribution of chicken has increased by more than six folds, i.e. increased from hatching capacity of 3,000 eggs at start of project (June, 2017) to 19,000 eggs at end of June, 2020. National level implementing partners consulted during the assessment explained that beneficiary households, particularly women households were better accessed to hybrid chicken (1 day or 3 months age) than before. Some women households also got access to take eggs from multiplication cetres and hatch them at home using local hens as incubator. It has also learned that the skill training has improvedexecution capacity of participated experts and beneficiary farmers. However, the results obtained in this category cannot be confirmed at field level due to security problems created in Oromia region (unable to reach Fiche Poultry Multiplication centre) and COVID-19 travel restriction to more project regions.

Achievements of *output 4* (*Enhanced meat (cattle, sheep, goat) development at four Agro - Industrial Park*) include: procured 42 feed processing machines (mixer, tanker and molder) and provided to organized youth and private firms; trained 140 smallholder farmers and experts (38 F) on improved fattening program; and identified and disseminatedfive best practicesharing documents.Although the operation of the feed processing machines are at initial stage, they are expected to produce hygienic feed best suited to beef, sheep and goats being under fattening program and ultimately enabled to produce appropriately fattened beef, sheep and goats. Although not tested and quantified at field level due to COVID-19 limitations, it has been confirmed from national level implementing partners that income of organized youth and private individuals involved in fattening businesses. Further, the training has enabled trainees share experiences existing in their respective regions through interactive sessions. The trainees have improved their skill and knowledge on the principles, practical and execution of meat and fattening development works.

In summary, the overall effectiveness of the project has been rated as *highly satisfactory[[1]](#footnote-2)*.This overall rating of achievements of the project shows that the overall objective of the project has been best achieved.

*Summary of overall project achievement ratings*

|  |  |  |
| --- | --- | --- |
| ***Outputs*** | ***Achievements against target*** | ***Ratings*** |
| *Output 1* | *95.6* | *Highly Satisfactory* |
| *Output 2* | *107.8* | *Highly Satisfactory* |
| *Output 3* | *97.5* | *Highly Satisfactory* |
| *Output 4* | *82.5* | *Satisfactory* |
| ***Overall Ratings*** | ***95.8*** | ***Highly Satisfactory*** |

Source: Evaluators’ Rating, July 2020

1. ***Efficiency***

The project terminal evaluation revealed that project resources were targeted on appropriate interventions that enable to achieve the intended results and were implemented efficiently. The project budget utilization performance reports show that budget utilization was much better during2018 and 2019 when most of the physical targets including procurement of equipment and machines were performed. The high performance of financial utilization on planned targets indicates efficiency of the project. It has been confirmed from project stakeholders planned budgets were disbursed to implementing partners based on annual work and budget plans, which reveals timely delivery of required inputs and financial resources. The overall project effectiveness to project cost ratio /financial utilization rate of the project has been calculated to be ***1.003***, shows effectiveness per unit of cost. In general, *the efficiency of the project has been rated as highly satisfactory.*

1. ***Impact***

In terms of *impact on institutional and organizational capacity development,* the project has contributed to improved institutional execution capacity of institutions involved in the skill and knowledge development in areas dairy, livestock genetic improvement, poultry production and management, and meat value chain development.

Furthermore, the genetic improvement interventions through mass synchronization approach of cross-breeding dairy cows at household level has brought significant *change or impact* in having vigor and improved hybrid calves thereby increasing their income. The modern equipment and machines provided to institutions and cooperatives have brought significant change or improvement to produce best quality products in required quantities among those beneficiary organizations engaged in the livestock value chain business, although some of them were not installed and functional yet.

In terms of *Economic and Social Impacts on Livelihood of Local Beneficiaries*, although it seems premature to think of impact at this level (as most of the project activities were completed recently and some of the equipment and machines put in place are not yet installed and made operational), this evaluation tried to generate some worthy and promising impacts observed at this stage.

The beneficiaries of the new genetic improvement through mass synchronization of dairy cows were able get very vigor hybrid calves. A total of 17,203 cows were artificially inseminated; 18,688 households (2,640 females) were benefited from the newly designed services of mass synchronization campaign, and 8,000 hybrid dairy calves were born in two round campaigns. It has been confirmed that most of the inseminated cows during the campaign have conceived and gave to birth compared to previous normal practices and some calves obtained through the process have conceived at age of 17 years and become pregnant as second generation result. Some beneficiaries, for example Ato Kabiso Shoke who inseminated two cows and obtained two calves (1 male and 1 female), sold the male calve and able constructed improved house as well as educate children with the income obtained. It has been confirmed that the improved calve obtained through the process costs ETB 35,000.00 while unimproved local calve costs ETB 13,000.00, which shows an additional income of ETB 22,000.00 due to the intervention. With the additional income, he was able construct new residence house and educate children.

The project support provided to organized youth and private feedlot developers has increased their income from fattening activities carried out in project woredas, which needs further assessment at field level. The big capacity hatcheries installed and made functional at Pawe areas with project support has increased the number of chicken distributed to household beneficiaries by six folds, i.e. from initial capacity of hatching 3,000 eggs at start of project (June, 2017) to 19,000 eggs at end of June, 2020. However, the milk chilling machines distributed to milk collection and marketing cooperatives are not installed yet, it is premature to estimate the impacts intended to be achieved. In general, the impacts described above and expected in the future has been assessed as *satisfactory*.

1. ***Sustainability***

The sustainability of the livestock development and transformation project is rated as *satisfactory*, as government is highly committed to own the achievements of the project, the implementing partners and local community organizations (cooperatives and organized youth groups) are institutionally willing and committed to takeover project results, and the economic and financial soundness of government and local community concerned. However, some of the project activities need further support to ensure sustainability.

1. ***Integration of Gender Equality, Environment and Capacity Development***

Ithas also been assessed that the project has *integrated gender equality* and *capacity development* issues into project outputs during project design, implementation and monitoring phases. However, there is no data or information that indicates integration of *environmental factor* into project outputs and activities. It has been confirmed that women have benefitted from all outputs of the project. Specifically, about 2,640 women were benefitted from the new approach AI services in which all gained vigor hybrid dairy calves. In addition, women have benefitted from skill development trainings which include: 34 women trained on result based management; 12 female coop management members trained on milk management and handling; 48 female DAs trained and built skill and knowledge on dairy production, productivity and marketing; 28 female experts based at regional, zonal, woreda and village levels trained and gained capacity on poultry husbandry and health; 38 female experts and smallholder farmer households trained on improved fattening systems. In general, the benefits women got from the project include: skill training, economic benefits from engaging in different project activities, participation in cooperative management and leadership.

Regarding integration of environmental issues, it has been assessed that environmental essues where not included into the project during project design phase. Further, no information indicates consideration of environmental issues during implementation phase.

Regarding capacity development, capacity development trainings, the skill and knowledge of the participants have improved compared to previous situation. Further, the execution capacities of the trainees have been improved. This has been confirmed by the officials and trainees consulted during the assessment conducted at national, woreda and project sites levels.

1. ***Good Practices and Lessons Learned***

The evaluator noticed the following as best practices and lessons learnt from the project implementation process:

*Integrated approach from federal to grassroots*: The project followed an integrated approach from federal to local levels in which implementing partners such as the Livestock Sector of MoA, National Genetic Improvement Institute, Federal Cooperative Agency and their decentralized structures up to local level work in collaboration. This approach is the best practice UNDP has adopted to achieve results and should be employed in other related projects in the future.

*Coordinated breakthrough in animal genetic improvement*: The coordination of activities all the way from federal tokebele development centers levels and efficient design of the modus operandi in the mass synchronization campaign has registered a land mark result which enabled promotion of the reproductive and breeding technology among smallholder farmer households. The new approach enabled to reach more farmers, bring attitudinal and behavioral changes at community and expert level with regard to the use and response rate of the reproductive hormone.

*Joint project planning and monitoringpractices*: The UNDP supported livestock development and transformation project helped project stakeholders that joint project planning and monitoring can be considered as best practice and lesson learnt from the process. Joint project planning has enabled project stakeholders to design program based on real problems hindering the development of the sector.

*Project was designed to be implemented with existing government structures*: The project has been designed to be implemented with existing government structures. No separate structure has been established to implement the project. This increased Government commitment to overtake project results and practices ensuring sustainability.

1. **Recommendations**

***Recommendation 1*:-***Need to design a project with sufficient implementation timeframe and funding resources*:- The current project under evaluation lacks sufficient implementation timeframe carry out interventions and reach up to intended outcomes are achieved, it was framed to be completed within three (3) years only which will not enable to see the outcomes within such shot timeframe. In addition, the project has limited funding resources which limited to deal with few interventions and area coverage. Therefore, in future project design should ensure sufficient implementation timeframe (at least 5 years) and funding resources are available.

***Recommendation 2****:- Strong partnership need to be included during project design*:- The current project under evaluation was designed and agreed to compose FAO and ILRI as project partner organizations to technically and financially support implementation of the project. however, FAO and IRLI have withdrawn from being partnership of the project. only UNDP with technical and financial support and MoA (Livestock Development Sector) continued with the implementation of the project. Therefore, potential development partners that have technical and funancial resources should be identified and sign MoU that show their comittment beforelaunching the project.

***Recommendation 3****:- There are still some pending conditions that need to be addressed****:*** The milk processing equipment, machines and accessories put in place for milk collection by cooperatives in Shashemane and Aleta Wondo woredas as well as feed mixer wagon machine and generator put in place at Holeta Nucleolus Herd Centers were not yet installed and made operational. The project should, therefore, allocate resources and install the machines and equipment and made them operational so as to achieve desired results and impacts. Further practical training to operators on how to operate the relevant machines should be conducted. In view of these outstanding works, the project should extend for a minimum of ***six (6) months*** to complete these outstanding key works. To realize this, UNDP should explore and allocate the required funding and manpower as per earlier practices.

***Recommendation 4****:- Scaling up best practices and lessons learned to more regions and woredas as Phase II of the same project:-* Best practices and lessons learned show that the project recorded outstanding achievements due to the fact that the project design was appropriate via involving relevant stakeholders, integrated approach followed from federal to local levels in which implementing partners such as the Livestock Sector of MoA, National Genetic Improvement Institute, Federal Cooperative Agency and their decentralized structures up to local level work in collaboration. Joint project planning and monitoring practices and implementation with existing government structures have brought breakthrough in dairy, genetic improvement in dairy cattle and poultry development subsectors. However, the coverage such interventions were limited to few regions and woredas. To bring measureable achievements in livestock sector development and transformation, the best practices and lessons learned from the project on way termination should be scaled up and covered untouched regions and woredas that have high livestock resource base. From the best practices and lessons learned from the project, project redesign as second phase becomes important. In the redesign exercise, the interventions should to be planned should focus on dairy, genetic improvement, poultry development, and meat value chain development. Dairy should focus near peri urban areas such as Mekele, Dessie, Debrebrihan, Fitche (Chancho, Sululta, and Holeta), Nekempte, Jimma, Hawasa, Assela and Dire Dawa areas where milk production and demand is promising. Livestock genetic improvement should also focus on these areas. Poultry value chain support should focus in all relevant regions as all households practice poultry production. The meat value chain should give special attention to pastoral areas of Borena, South Omo, Somali and Gambella areas through feedlot development by organized youth and women as well as private developers to encourage fattening practices that could be delivered to existing Government Agro-Processing Industries, private meat processors and even feed to exporters live animals.

As per earlier practice, the interventions to be planned should give focus to gender equality and women empowerment (benefits) including youth should be addressed. Further, environmental issues should be given due attention in any future interventions to be designed.

In order to realize this, UNDP should search potential partners that collaborate and commit to support in funding. In terms of implementation arrangement and monitoring approach, the lesson learned from this terminating project could be fully applied.

# INTRODUCTION

## Background and Context

Ethiopia has the largest livestock population in Africa, with 59.4 million cattle including 12.65 million milking cows (CSA, 2017)[[2]](#footnote-3). The nation is endowed with diverse natural resources and a range of agro-ecologies that give the opportunity to improve the production and productivity of livestock resources in the country. Livestock is a source of food (milk, meat and eggs), hides and skins, draught power, fertilizer and fuel, cash and wealth accumulation (living bank) at producer household levels.

The livestock sector in Ethiopia has the potential to deliver the anticipated agricultural-led growth as envisaged in GTP II, Livestock Master Plan (LMP) and the Climate Resilient Green Economy (CRGE) Strategy. At national level, in addition to providing industrial raw material (milk, meat, hides and skins), the livestock sector plays an important role in providing export commodities, such as live animals, hides, and skins and honey, contributing 8.3 percent of total GDP and about 20.2 percent of agricultural GDP (MoLF, 2015).

The livestock sector, however, faces various challenges that hinder it from meeting the rising demand for livestock and livestock products and from making substantial contribution to economic development. These challenges include low production and productivity, deficiencies in quality breeds, insufficient feed quality and water resources, poor animal health systems and disease control measures as well as limitations in sustainable land use management. Moreover, input supply and service delivery, value addition, market information and market infrastructure are not at the desired level. Even though, progress is witnessed in increasing livestock production, analysis of livestock production and consumption shows a huge shortfall in the supply of livestock products relative to demand.

On the overall, it became necessary to address the above described drawbacks to bring about the anticipated transformation in the livestock sector through better genetics, feed and health services, which, together with complementary policy support could contribute to meeting GTP II, LMP and CRGE targets by improving productivity and total production in the key livestock value chains – red meat, dairy and poultry development. Effective implementation of such approaches will determine the realization of the livestock transformation agenda in Ethiopia. It was in this light that UNDP along with the former Ministry of Livestock and Fisheries (MoLF) designed and implemented a project entitled *‘‘Enhancing National Capacities for Livestock Sector Development and Transformation’’*. The overall objective of the project was to generate a fundamental transformational change in the scale, quality, diversity and socio-economic benefits of the nation’s livestock sector. The purpose was to change livelihoods, build resilience, and create local employment opportunities, diversification of local economies and source of livelihoods. The project was assumed to be catalytic in building national capacities for livestock development and contributing to the attainment of development goals in the Growth and Transformational Plan (GTP II) and the Livestock Master Plan (LMP). The programme also focuses on key livestock value chains for poultry, red meat, milk, and crossbred dairy cows. The programme also encompassed cross-cutting activities, (animal health, animal feed, animal genetic as well as policy and regulatory related issues) pertinent for production and productivity enhancement and facilitation of agribusiness linkages along the livestock commodity value chain. The programme implementation was collaborative and inclusive involving federal and regional public institutions and local communities.

The Ministry of Agriculture, particularly the Livestock Development Sector is the primary project implementing entity for this project. The project is funded by UNDP Ethiopia Country Office (CO) core resources. UNDP takes the role of administering the project fund as well as in providing demand driven technical assistance and capacity building support to the Ministry. The CO also provides quality assurance support to the project and monitors achievement of agreed results indicated in the annual work plans.

## Objective of the Terminal Evaluation

As the program reached the end of the planned implementation period, UNDP and the implementing partner organization have planned to conduct terminal evaluation of the overall program, in collaboration with government partners, and stakeholders.

The main objective of the terminal evaluation is to review the implementation of the project interventions and achievement of results starting from its initial period (July 2017) to date so as to:

(1) Measure the performance of the project; and,

(2) Draw lessons to inform overall CO programming.

(3) Propose recommendations to enhance technical and financial performance for future similar interventions.

The assignment demands to review overall progress of the project with a focus on each of the project pillars. Further, the evaluation demands to independently assess the criteria of relevance, effectiveness, efficiency, sustainability and impact of the project.

## Scope of the Terminal Evaluation

The terminal evaluation demands to cover all interventions of the project planned to be implemented during the period from July 2017- to date. In this aspect, the evaluation also expects to assess the integration of *gender equality*, *environment* and *capacity development* as cross-cutting themes as well as evaluate partnership endeavors.

The evaluation also demands to identify key lessons and propose recommendations to enhance technical and financial performance for future similar interventions. The evaluator was expected to follow a participatory and consultative approach ensuring close engagement with all government counterparts, in particular MoA, UNDP Country Office, project team, as well as government affiliated institutions such as the National Genetic Improvement Institute, Holeta Nucleuses Herd Center, and other relevant project intervention Centers as well.

## Evaluation Methodology

The terminal evaluation was based on a participatory and consultative approach, including close engagement with key stakeholders, in particular the Livestock Sector of MoA, and other relevant key stakeholders.

In order to come up with evidence‐based information that is credible, reliable, and useful, the terminal evaluation has been conducted following approaches and methods:-

## Review of Relevant Documents

The national evaluator has conducted extensive review of all relevant sources of information, such as the project document, project reports including biannual and annual progress reports, minutes of LPAC meeting, project budget disbursements and expenditures, national strategic and legal documents such as GTP II and LMP, and any other related materials considered useful for this evidence-based assessment. This helped the evaluator to assess the project design, implementation arrangement, project performance and achievements, and identify constraints faced during implementation, and draw key lessons that will be used in future project design. The list of documents reviewed is presented in *annex 2*.

## Consultation and Interview of Stakeholders

The national evaluator followed participatory and consultative approach to ensure close engagement with all government counterparts, particularly MoA (Livestock Sector), UNDP Country Office, project coordinator, as well as government affiliated institutions such as National Genetic Improvement Institute, Federal Cooperative Agency, and Holeta Nucleuses Herd Center.

The consultation and interview of stakeholders enabled the national consultant to best capture insight into appropriateness of project design and implementation arrangement, feasibility of the project logical framework, achievements in meeting planned objectives, outcomes and targets, identify impacts due to interventions carried out, likely sustainability of project results, and identify best practices and lessons learned from project interventions. Consultation and interview of relevant project stakeholders wereconducted both at national and project sites levels. The list of officials and persons contacted and interviewed during the evaluation is presented in *annex 3*.

## Field Visit to Project Sites

The evaluator hasconducted a field mission to selected project sites in regions where the programme is operational. For the field visit, it has been agreed with program coordinator/UNDP to visit project sites operational in Oromia and SNNP regions. The two regions were selected since most of the program interventions and outputs were concentrated in these regions. During the field visits, project implementer staffs at project woreda and targeted kebeles have been *consulted and interviewed* in group or individually as key informant on project achievements, impacts and likely sustainability of results, challenges faced during implementation, and best practices and lessons learned from the interventions. Furthermore, *focus group discussions(FGD)*of project beneficiaries and cooperative management members at Biftu Milk Marketing Cooperative in Shashemene woreda and Elento Milk Marketing Cooperative in Aleta Wondo woreda were conducted. The FGDs consisted committee members, mixture ofmen,women, and youth. The interview and discussions were focused on project achievements, impacts, their awareness and readiness to sustain project results. The outputs considered during the discussions were mass synchronization and AI service, dairy and milk collection activities and achievements, and support provided in terms of equipment and machines and staff and beneficiary skilldevelopment. The woredas and sites visited included Shashemene Woreda, Yirgalem Worda and Aleta Wondo Woreda. Detailed itinerary of the field visit to project woredas/sites is presented in *annex 4*.

In general, a total of 4 FGDs (at project sites) and 22 KIIs (12 at national and 10 at project site level) were conducted during the evaluation process.

## Observation and Household Visit

While in field mission to project sites, the national consultant has conduct observation of some outcomes of the interventions conducted in the areas. Accordingly milk collection centres under cooperatives, particularly the equipment and milk chilling machines put in place by project support were observed. Furthermore, the calves born through mass synchronization and AI service at households were visited and observed. In the mean time, beneficiary households were interviewed on their achievements, impact they perceived, and their future plans. In this regard, about 10 beneficiary households (7 female and 3 males) were contacted and interviewed during the field visit.

## COVID -19 precautionary measures taken during FGDs and KIIs

On conducting FGD and KII both at national and woreda levels, COVID-19 precautionary measures such as wearing masks, keeping distance during discussion, avoiding shaking hands, as per guideline of Ministry of Health has been taken. Furthermore, the number of participants attending meeting and discussion has been limited to 1 - 4 experts/officials, keeping their distance during seating, at national and woreda government offices level. At community level, the number of participants has been limited to 8 – 10 people using appropriate seating arrangements although they don’t have masks to cover mouth and nose.

## Consolidation and Analysis of Data, Rating of Performances and Production of Reports

Following data collection mission, the national consultant has consolidated, triangulated and analyzed the collected information and data. The analysis and rating of activities and outputs have been conductedfor their relevance, effectiveness, efficiency, impact, and sustainability as set out the Project Logical Framework/Result Framework. Project achievements have been compiled and rated using *Annex 5*.

For the purpose this evaluation, the national consultant has prepared semi-structured *interview guide* focusing on the evaluation criteria of *relevance, effectiveness, efficiency, impact and sustainability* which followed the *UNDP Guideline for conducting terminal evaluation of projects*. The ratings of the achievements have been conducted based on *OECD/DAC evaluation guideline and criteria* as well. The rationale for selecting these evaluation criteria is that the OECD/DAC evaluation criteria fulfil standard evaluation process which have approved by members and adopted over most countries and organizations. The definition of these evaluation criteria are as follows:

Effectiveness refers to:

* Whether the project intervention achieved the expected output and immediate outcomes and made progress towards the intermediate outcomes
* Whether there are any unintended results, either positive or negative observed,

**Efficiency refers to:**

* How economically are resources/inputs (funds, expertise, time, etc.) converted to outputs
* Whether outputs achieved on time and on budget

**Sustainability refers to:**

* What is the likelihood that results/benefits will continue after the closure of the project?
* Are there committed financial and human resources to maintain benefits and results
* Is the external environment conducive to the maintenance of results?

Impact refers to

* Extent to which the project is achieving impacts or progressing towards the achievement of impacts.

In addition, *cross-cutting questions* on gender equality, environment and capacity development has also been incorporated in the interview guides.

Following the OECD /DAC evaluation criteria, i.e. relevance, effectiveness, efficiency, impact and sustainability, the evaluator has employed an output rating approach to measure the progress made against each output and indicators based on information obtained from the interviews and desk review of project documents. The rating scale was based on both quantitative and qualitative assessment of successful achievement of the project’s interventions based on the following scale: highly unsatisfactory if below 30%; unsatisfactory for 30 – 49.9%; acceptable for 50 – 69.9%; Satisfactory for 70 – 84.9%; and highly satisfactory for achievements exceeding 85%.

## Validation of Findings and Finalization of Terminal Evaluation Reports

The national consultant along with UNDP/MoA will arrange and conduct validation workshop on which project stakeholders take part. The validation workshop will enable to obtain comments and suggestion that will enrich the evaluation report. The national consultant will finalize the evaluation report incorporating the comments and suggestions received from UNDP/MoA and validation workshop participants.

## Limitation of the terminal evaluation

The terminal evaluation should have covered project sites in four project regions. However, due to COVID -19 and travel restrictions to some regions field visites for data collection were limited to two regions, Oromia and Sidama regions. From the scheduled sites in Oromia region, Shashemene area have been fully covered while Assela and Fitche sites were not covered due to security problems emerged in Oromia region in the middle of the field mission. The evaluator compensated the drawbacks due to COVID-19 and security problem with the data and information collected from national based project implementing partners and review of project annual and progress reports.

## Structure of terminal evaluation Report

This terminal evaluation report has been presented five sections. The first section presents *introduction*, which describes context and background of the terminal evaluation, scope and objectives of the evaluation, and description of the evaluation methodology. Section 2 presents *description of the project* evaluated, including project context and background, description of UNDP intervention, description of project outputs, project partners and management arrangements.

Section3 describes terminal evaluation *findings*, including project design/strategy, implementation arrangement, and major results. Section 4 presents implementation challenges, gaps and lessons learned while section 5 portrays conclusions and recommendations.

# PROJECT DESCRIPTION AND BACKGROUND CONEXT

## Project background and development context

Although the livestock sector has high potential to deliver anticipated agricultural-led growth, in contributing to the national economy, it was confronted with various challenges that hinder it from meeting the ever rising demand for livestock and livestock products. It also lessened its contribution to economic development. These challenges include low production and productivity, deficiencies in quality breeds, insufficient feed quality and water resources, poor animal health systems and disease control measures as well as limitations in sustainable land use management. Moreover, input supply and service delivery, value addition, market information and market infrastructure were not at the desired level. Even though, progress was witnessed in increasing livestock production, analysis of livestock production and consumption also shows huge shortfall in the supply of livestock products relative to demand. Products are often used for household consumption or sold to finance the purchase of household commodities.

Ethiopia has also not utilized the international livestock trade to the expected level due to challenges in competitiveness of livestock products and in the application of compliance mechanism towards sanitary and phytosanitory standards. Export of meat and livestock products were also often hampered by stringent animal health requirements. These losses have significant economic, food security and livelihood repercussions. These changes are also coupled with limitations in policy, legislative and institutional frameworks as well as with inadequate application of available technologies, knowledge and skill s in sustainable livestock sector development.

It was also known that climate change and climate variability exacerbate the risks faced by livestock sector. Climate change, leading to higher temperatures or extreme weather events such as droughts, does have ramifications on the entire livestock value chain, from production and processing marketing and consumption of livestock products.

In view of the preceding challenges and constraints assessed, it was necessary to address the drawbacks and bring a paradigm shift towards building a sustainable and resilient livestock sector. It was in this light that UNDP in partner with the former Ministry of Livestock and Fishery (MoLF) designed and implemented a program entitled *‘‘Enhancing National Capacity for Livestock Development and Transformation’’*. The program was anticipated to contribute to achieve the GTP II, LMP, and CRGE targets by improving productivity and total production in key livestock value chains- red meat, dairy and poultry development. Effective implementation of such approaches will determine the realization of the livestock transformation agenda in Ethiopia.

The overall objective of the program was to generate a fundamental transformational change in the scale, quality, diversity and socio-economic benefit of the nation’s livestock sector. The purpose underpinning this transformation was to change livelihoods, build resilience, and create local employment opportunities, diversification of local economies and source of livelihoods. The project was intended be catalytic in building national capacities for livestock development and contributing to the attainment of development goals set in GTP II and the Livestock Master Plan (LMP). The project outputs was assumed to contribute to the livestock sector by improving overall production and productivity in key livestock value chains for poultry, red meat, milk, and crossbred dairy cows. The program encompasses cross-cutting activities, (animal health, animal feed, animal genetic as well as policy and regulatory related issues) that are pertinent for production and productivity enhancement and facilitation of agribusiness linkages along the livestock commodity value chain. In this regard, the project was expected to strengthen technical, regulatory, and policy advisory capacity as well as facilitate the creation,acquisition and use of proven systems, knowledge, and technologies in livestock development. The program was also designed to be collaborative and inclusive involving federal and regional public institutions working in partnership with Food and Agriculture Organization (FAO), and International Livestock Research Institute (IRLI), donors, the private sector and local communities.

## Description of UNDP intervention

The above described contexts and challenges called for strategic alliance and partnership with domestic and international stakeholders. The intervention of UNDP Ethiopia Country Office (CO) as well as possible development partners’ financial and technical support to livestock sector emerged from these contexts, which formed the foundation for livestock sector’s three year programmatic interventions.

The program was aligned with United Nations Development Assistance Framework (UNDAF) 2016 – 2020 which frames UN agencies support to Ethiopia’s economic transformation agenda in alignment with GTP II. The program responds to Pillar 1: ***Inclusive growth and structural transformation*** and ***Outcome 2: By 2020 Ethiopia has achieved robust and inclusive growth in agricultural production, productivity and commercialization of the agriculture sector*** with a specific focus on increasing agricultural production and productivity; enhancing agro-processing and increasing agricultural value added; and encouraging private sector participation in the development of livestock sector, particularly, it was aligned with **Output 1.1**: Farmers and pastoralists have strengthened technical capacity and skills to adopt improved farming practices and inputs for increased production and productivity; **Output 1.3**: Federal and regional institutions have strengthened capacities to plan, deliver, and monitor agricultural services; and **Output 1.4**: Vulnerable groups, particularly women, girls, youth and targeted pastoralist communities have increased access to productive resources and community demand driven economic and social services. The program was also aligned with the **UNDP Ethiopia Country Development Program CDP of Pillar 1: Accelerating economic growth and poverty reduction**. The program was anchored on four major pillars:

Pillar 1: Enhanced Meat (cattle, sheep, goat) Development

Pillar 2: Increased Cow Dairy Development

Pillar 3: Improved Poultry Development

Pillar 4: Livestock Knowledge Management, Technology Transfer and ResearchDevelopment

## Project outcomes and outputs

As per project result and resources framework, the UNDAF Program outcome rephrased as ‘‘***Outcome 2: By 2020 Ethiopia has achieved robust and inclusive growth in agricultural production, productivity and commercialization of the agriculture sector’’*** has been taken as main outcome.

Based on the above outcome, the following outputs were designed during project formulation phase:-

Output 1: Policy, regulatory and institutional capacity strengthened for increased meat, dairy and poultry production,

Output 2: Robust animal health improvement systems put in place for increased meat, dairy and poultry production,

Output 3: Animal breeding and genetics improved for increased meat, dairy and poultry production,

Output 4: Enhanced feed development for increased meat, dairy and poultry production,

Output 5: Value chain and markets developed for increased meat production,

Pillar 4: Livestock Knowledge Management, Technology Transfer and Research Development

However, the above output have been modified during local project appraisal committee (LPAC) meeting held on May 3, 2017 and annual work plan (AWP) prepared for FY 2018 and agreed on 19/03/2018. The modified outputs reflect the four pillars specified above focusing *four agro-industrial parks areas* in four regions (Oromia, SNNP, Amhara and Tigrai) as well as some emerging regions. These modified outputs are presented as follows:

Output 1: Policy, regulatory and institutional capacity strengthened for increased meat, dairy and poultry production,

Output 2: Increased Cow Dairy Development at the four Agro - Industrial Parks,

Output 3: Improved Poultry Development at the four Agro - Industrial Parks,

Output 4: Enhanced meat (cattle, sheep, goat) development at four Agro - Industrial Park.

The animal health, animal breeding and genetics, feed development, value chain and market development and knowledge and technology transfer outputs defined during project formulation stage were integrated in to each of the modified outputs. The final major outputs defined above have indicators and targets set each project year (July 2017 – June 2020).

## Project partners, implementation arrangement and monitoring and evaluation framework

## Project Partners and Implementation Arrangement

According to the project document, the implementing partners include the UNDP Country Office and the former Ministry of Livestock and Fisheries – now the Livestock Sector under MoA. Food and Agriculture Organization (FAO) and the International Livestock Reaerch Institute (ILRI) were initially intended to be cooperating partners, but have not participated during implementation phase.

The UNDP Country Office manages the overall performance of the program and provides quality assurance. The Livestock Sector Development of MoA was the implementing partner (IP) along with lelevant federal and regional structures.

The MoFEC was responsible for an overall oversight while Project Implementation Manua (PIM) agreed rules and procedures shall be applicable in pursuing agreed activities of the program. The program shall also be subject to UNDP’s national implementation project audit.

The project document also indicates that ‘‘High Level Joint Steering Committee (JSC) will be established to provide strategic direction and oversee the overall implementation of the program. The JSC was intended to be established under the Co-leadership of the State Minister for Livestock Sector of the MoA and the Country Director of UNDP. Membership was expected to compose representatives of FAO, ILRI, MoFEC, Minitry of Industry (MoI), development partners as well as representatives from national research organizations and the private sector. The JSC was expected to provide/ responsible for: (i) providing strategic direction and aligning the program with priorities of the government; (ii) setting priorities for program activities; (iii) ensuring coordination among the various development partners, private sector actors and different public institutes involved in the program; and (iv) mobilizing resources.

**Joint Steering Committee**

UNDP, ILRI, FAO

EIAR, National Research Organizations, Private Sector

Funding Partners

MoA, MoFEC, MoI

National Technical Task Force (NTTF)

**Project Assurance**

**UNDP**

**Project Support**

Project Coordinator

Figure 1: Project management arrangement

The National Technical Task Force (NTTF) was expected to be established under the leadership of Livestock Sector of MoLF, Planning and Programming Directorate comprising mainly implementing agencies, private sector and regional administration representatives. The NTTF was intended to be responsible for developing action plans; review implementation status and challenges and recommend mitigation measures; provide technical backstopping as well as validate and monitor whether project outputs met set targets outlined within the scope of the program.

UNDP has assigned focal person/ project coordinator at livestoch sector of MoA who follow up the project on a day-to-day basis encouraging the livestock sector directorates take timely actions and exection of project activities. UNDP provides technical and operational support in implementing the agreed activities. Furthermore, UNDP supports the JSC in oversight and monitoring functions. Additional specific responsibilities include, but not limited to, ensuring beneficiary needs and expectations are being met or managed; risks are being controlled’ the program remains viable; internal and external communications are conducted smoothlt; quality management procedures are properly followed; and that the JSC deliberation are followed and possible activity revisions are managed line with the required procedures.

*Although it was designed and agreed to include FAO and IRLI as project partner, later on both has withdrawn from being partnership of the project. Furthermore, the planned JSC has not been established in practice and functional. As a result, the project activities and decisions were lead with project coordinator, MoA Livestock Sector officials and UNDP project team and officials.*

## Fund Administration and Project Approval Procedures

The JSC was responsible for providing strategic guidance and oversight of program funds. The Livestock Sector, MoA was responsible to for executing interventions encompassed under the program. The sector establishs a separate ledger account under its financial regulations and rules for the receipt and administration of resources. The Ministry was expected to go through harmonized approach to cash transfer (HACT) micro assessment to ensure capacity in organizational management, internal control mechanisms, financial position as well as accounting, financial, and audit frameworks are in place.

UNDP shall admister the program funds in accordance with UNDP regulations, rules, directives as well as in accordance with the program implementation manual (PIM). The program fund was intended to be subjected internal and external auditing procedures laid down in the financial regulations, rules, directives and procedures applicable to UNDP. All financial accounts and statements shall be expressed in United States dollars. UNDP was expected to make disburesents from the Fund Account in accordance with instructions from Livestock Sector of MoA.

As Fund Administrator, it waas agreed that UNDP provides funding partners with the following reports:

* Certified annual financial statement (‘‘Source and Use of Funds’’as defined by UNDP guidelines) to be provided no later than five months (31 May) after the end of the calendar year.
* Certified final financial statement (‘‘Source and Use of Funds’’) to be provided no later than seven months (31 July) of the year following the financial closing of the fund.

## Monitoring and Evaluation Framework

In accordance with the programming policies and resources outline in the UNDP User Guide and PIM, the program needs to be monitored to ensure that the project activities are implemented effectively and efficiently. The implementing partner (Livestock Sector of MoA) and participating agencies have the responsibility of monitoring on going activities on regular basis. The Monitoring and Evaluation (M&E) strategy was assumed to include project monitoring, field visits, regular provision of reports, and data collection on biannual basis. The M&E strategy was to focus on the achievement of the benchmarks indicated in the Results Framework. In this regard:

* A monitoring plan was intended to be developed and implemented during the project life cycle. The plan shall be designed in due consideration of assessing progress of activities under each output. Results shall also be measured against indicated baselines, set targets, indicators, and estimated duration;
* Monitoring reports should be documented (electronic and hard copies), and these would be useful for follow-up on the identified issues and scheduled briefing to the project steering committee;
* Program progress shall be reviewed quarterly and annually; and,
* Communication engagements shall be guided by a strong M&E system.

# EVALUATION FINDINGS

## Appropriateness of Project Design and Strategy

It has been assessed that the project was designed to address the real problems hampering the development of the livestock sector. It was designed based on the capacity needs of national, regional and local institutions to enhance skill and facility development. As described under *theory of change* during project design, the program was designed to enhance national capacities, i.e. leadership, institutional arrangement, knowledge-within government, smallholder farmers, cooperatives and cooperative unions, and value chain actors towards livestock sector development and transformation. Policy, regulatory and institutional capacity gaps in the livestock sector as well as capacity constraints in both public and private sector engaged in livestock development were identified during formulation stage. During this stage, the project focused on 5 (five) outputs and related indicators and interventions taking the issues of policy and regulatory framework, animal health, animal feed, animal breeding and genetic improvement, and livestock knowledge management and technology transfer. However, the project outputs and activities were redefined during local project appraisal committee (LPAC) meeting in May 3, 2017 and in annual work plan for 2018 to focus on policy and regulatory framework, poultry development, cow dairy development, and meat (cattle, sheep and goats) development as well as focusing four agro-industrial parks in four regions. The issues of animal health, animal feed and animal genetic improvements were integrated in the four newly outputs redefined. Key implementation strategies designed and pursued to achieve objective of the program included: strengthening institutional capacity through effective skill and monitoring and evaluation systems, support policy and regulatory framework; support climate-smart livestock development through adoption of sustainable and resilient production practices; improve market linkage and infrastructure for enhanced livestock value chains and market diversification; support technology transfer to solve technical, logistical and quality problems in livestock development; and support mainstreaming gender in livestock value chain development.

In general, the project was designed with the assumption of improving production methods, increasing livestock productivity, enhance market efficiency and strengthening livestock value chains in three key livestock commodities; cow dairy; red meat from cattle, sheep and goats, and poultry. It has been anticipated that transformation of the livestock sector has the potential to eliminating poverty among livestock keeping households, helping family farms move from traditional to improved market-oriented systems and contribute to the national GDP.

The project design also addressed expected risks during implementation of the project. The project design anticipated three categories of risks; organizational, strategic and financial. Limitations in institutional capacity to fully realize the outputs of the program; strategic risks like lack of strong linkage between livestock interventions in the overall agriculture sector; and financial risks such as lack of financial resources to expand the program as desired were well assessed; and remedies that tackle the risks were proposed during the project design.

In view of the above assessments, the project design was appropriate and assumed to tackle the real problems and constraints hampering the development and transformation of the sector through the interventions planned for implementation. This has been confirmed by the stakeholders consulted at each level of assessment.

## Appropriateness of Project Management Arrangements

As described above, the project implementing partner was the livestock sector of MoA. UNDP Country Office was responsible to manages the overall performance of the program and provides quality assurance as well as transfer project fund to MoA based on annual action plans. The MoFEC was responsible for an overall oversight of the project as per agreed rules and procedures. National, regional and local project partners involve in the implementation and monitoring of planned interventions.

It has been assessed that the project management arrangement was appropriate, simple and easy to implement. Livestock Sector was selected as key implementer and national, regional and local collaborating implementers were involved, focused in four regions specifically theAgro-Industrial Parks which so as to achieve results and ensuresustainability. Some emerging regions like Benishangul-Gumuze and Gambella were also included. The appropriateness of the management and implementation arrangement have been confirmed by the key project stakeholders consulted during the assessment.

## Project Results

This sub-section presents project results based on information collected from multiple sources. The analysis includes detailed analysis and findings based on the evaluation criteria of relevance, effectiveness, efficiency, sustainability, impacts and cross-cutting issues.

### *Relevance*

In this evaluation, an attempt has been made to assess project’s relevance in terms of the extent to which its interventions were aligned with national development policies and priorities, consistency with targeted beneficiary community needs, and policy of development partner and donors.

***Alignment with national development priorities and plans:-***The national development priorities related to this program were development of smallholder crop and pastoral agriculture and all round support to educate youth to enable them organize and engage in agricultural businesses; which are some of the priorities anticipated to contribute to sustainable development and transformation of the agricultural sector. These priorities were documented in GTP II under pillars I and II. Pillar I anticipates sustained rapid, broad based and equitable economic growth and development while Pillar II anticipates increase the productive capacity and efficiency to reach the economy’s production possibility frontier through concurrently improving quality, productivity and competitiveness of productive sectors – agriculture and manufacturing industries). In terms of international priorities, the project is directly aligned with *GOAL 1* (End poverty in all its forms everywhere), *GOAL 2* (End hunger, achieve food security and improved nutrition and promote sustainable agriculture**)**, and Goal 5 (Achieve gender equality and empower all women and girls) of SDGs.This have been confirmed by the project implementing partners consulted during the evaluation process. According to the national and local sector stakeholders, the project was designed to tackle the critical problems hampering the development of the livestock sector. The project ‘‘*output 2*- *Increased Cow Dairy Development at the four Agro - Industrial Parks’’* was designed to tackle the problems of low productivity of local dairy cow breed and low number of improved genotypes, inadequate or lack modern milk processing and handling machines and equipment, low skill and knowledge required to transform the sector. This was in line with the priorities set in the Livestock Master Plan (LMP).

The‘‘*Output 3* - *Improved Poultry Development at the four Agro - Industrial Parks’’* was designed to tackle the major constraints hampering the development of the poultry sub-sector which include low productivity of indigenous breeds, lack of improved breeds, inadequate equipment and hatchery machine, and limited skill on poultry husbandry and management. The poultry sub-sector and related constraints were the priority of LMP and GTP II. This has been confirmed by the Director of Poultry Directorate consulted at national level.

Furthermore, according to officials and experts of Meat, Hides and Skin Directorate consulted and review of LMP document, the project ‘‘*Output 4: Enhanced meat (cattle, sheep, goat) development at four Agro - Industrial Park’’* was designed to address low productivity of red meat value chain, poor quality of grazing lands, inadequate accessibility of improved feed and feed supplements, inadequate or poorcattle feedlots practices, lack of feed processing and mixing machines and equipment, and poor skill and knowledge of experts to lead and execute interventions in meat value chain development.

In summary, it has been confirmed that the project was designed in consultation with sector professionals and aligned with national livestock development and transformation priorities and plans.

***Consistency with needs of beneficiary:-*** During field visit to selected project woredas and kebleles, the consultant has learned that the interventions carried out in AI service with new approach of mass synchronization of cows, milk collection, processing and marketing have reflected the need of beneficiary households to get improved calves as well as improving milk production and marketing through cooperatives. The woreda officials and experts confirmed the same that the project addressed the needs of beneficiary community.

***Alignment with policy of development partner and donors:-***The program document show that the project has been designed aligned to UNDAF Results and Resource Framework. The *intended outcome* as stated in UNDAF Results and Resource Framework indicate: ***Outcome 2***: By 2020 Ethiopia has achieved robust and inclusive growth in agricultural production, productivity and commercialization of the agriculture. Outputs designed under UNDAF *outcome 2* include:-

*Output 1.1*: Farmers and Pastoralists have strengthened technical capacity and skill to adopt improved farming practices and inputs for increased production and productivity;

*Output 1.3*: Federal and regional institutions have strengthened capacity to plan, deliver and monitor agricultural services including financial services;

*Output 1.4*: Vulnerable groups, particularly women, girls, youth and targeted pastoral communities have increased access to productive resources and community demand driven economic and social services.

Therefore, the project has been designed aligned to the policy and development of the donor (UNDP) which followed UNDAF results and resource framework outcome and outputs.

In summary, the program has been assessed as ***highly relevant*** in terms of alignment with national priorities, consistency with needs of beneficiary, and policy and priority of partner donors (UNDP).

### *Effectiveness*

The assessment of effectiveness focused primarily on determining the extent to which the expected results of the project were achieved at the output level, and where available, based on objectively verifiable indicators and targets.

The overall objective of the program was to generate a fundamental transformational change in the scale, quality, diversity and socio-economic benefit of the nation’s livestock sector. The purpose underpinning the transformation was to change livelihoods, build resilience, and create local employment opportunities, diversification of local economies and source of livelihoods. As described in chapter 2, four outputs were designed to achieve the overall objective of the project. This performance assessment has been conducted to confirm whether UNDAF outcome 2 and each of the output level indicators set forth in the project results log framework has been achieved. The assessment towards the set indicators and targets under each output has been elaborated in the following sub-sections.

***Project Outputs Contribution towards Realization of UNDAF Outcome 2***:- UNDAF Outcome 2, defines, ‘‘By 2020 Ethiopia has achieved robust and and inclusive growth in agricultural production, productivity and commercialization of the agricultural sector’’. Although contribution project minimal, it has assessed that the project has contributed towards enhancing productivity in the livestock sector, particularly the dairy sector. This has been witnessed by beneficiary households consulted in Shashemene, Dale, and Aleta Wondo Woredas. Accordingly, the new approach of AI service enabled beneficiaries to get improved vigour calves (mostly heifers) of 11 months age compared to the old normal system approach. In terms of income growth, a newly improved heifer aged 15 months is on average sold at ETB 33,000 while a calve obtained through old AI service system of the same age is on average sold at ETB 13,000.00, which shows a growth of 154% (ETB 20,000).

In the milk supply and marketing area, both women and men households engaged in milk production and supply to cooperatives have improved their livelihood from the better income they receive from the cooperatives. Most importantly women who used to take their milk to the market avoided nearly 2 – 3 hours spent for traveling to marker and use this saved time for other productive purposes.

*Output 1: Policy, regulatory and institutional capacity strengthened for increased meat, dairy and poultry production*:- The number of experts trained on result based management and balanced score card and program M & E was among the indicators framed under *output 1*. Towards this, it was planned to train 200 experts (30% women) on result based management, score cards and program M&E. The project performance report shows that 176 staff members (54 females)were trained and acquired basic skill and knowledge on result based management, which is 88% achievement. It was also planned to assign one focal person by UNDP in the implementing partner to support and harness implementation of the project, which exhibited 100% achievement (see Table 1). The evaluator has confirmed during the assessment that the trainees have acquainted with the basic principles of result based planning, monitoring and reporting. Sone of the trainees also reported that their ability to plan, monitor and reporting skill has improved well.The Director of PMED witnessed that the skill of the staff of the MoA to plan, monitor and reporting has improved well. The enhanced skill of the staff in result based planning, monitoring and reporting enabled them to produce quality plans and reports.

As institutional capacity building, conducting market integration study and value chain analysis in three integrated agro-industries (Amhara, Tigray and Oromia) was one of the indicator planned to achieve results intended under output 1. It has been confirmed from the biannual and annual project reports that study on dairy and meat value chains and market integration analysis has been conducted and documented, which exhibited 100% performance. The study document served as reference by government to design a comprehensive strategy on how to enhance production, productivity and commercialization of livestock products in the Agro-Commodities Procurement Zone. It was also planned to develop and document monitoring and evaluation framework. The developed M & E framework document enabled the planning, monitoring and evaluation directorate to properly lead plan and report preparation in the Ministry. The achievement in this regard was 100%.

With the support of the project, one of the target set against the indicator as key institutional capacity building was procuring feed mixer wagon and stand by generator for Holeta Nucleolus Herd Center. The achievement of this target has reached 90%; i.e. the stand by generator was procured and pending for installation. Mixer wagon procured and delivered to the Centre. Installation of chillers and lacto scan is going on. However, further budget support is needed to finalize installation of the stand by generator as it is critically needed in case power from grid line fails. Although the machines are not installed and made functional, it expected that the feed mixer machine enhances the capacity of nucleus herd center to process hygienic feed for better semen production and ultimately genetic improvement of dairy cows. It has been learned that government officials (National Genetic Improvement Institute and Holeta Nucleolus Center) are committed to install the machines and made operational in shorter time to achieve the designed objective.

In summary, based on the preceding assessments the overall achievement of *output 1* has been rated as highly satisfactory[[3]](#footnote-4) (95.6% performance). It can be concluded that the intended objective towards *output 1* has been achieved.

Table 1: Assessment of achievements of *output 1*: *policy, regulatory and institutional capacity strengthened for increased meat, dairy and poultry production*

| **Output /Components and indicators** | **Baseline** | **Target for end of project** | **Current status of Achievements** | **% achievements** |
| --- | --- | --- | --- | --- |
| ***Output1*: Policy, regulatory and institutional capacity strengthened for increased meat, dairy and poultry production** | | | |  |
| ***Indicator 1.1:*** Rehabilitate Nucleolus herd center (Holeta) | Limited capacity of equipment and facility | Generator and mixer wagon procured and installed | Generator procured and pending for installation. Mixer wagon procured and delivered to Holeta Nucleolus Centre. Installation of chillers and lacto scan is going on. | 90 |
| ***Indicator 1.2***: No. of studies on market integration value chain analysis | No study on market integration and value chains | Study on market integration and value chain analysis conducted for three integrated agro industries | Conducted and documented study on dairy and meat value chain and market integration analysis | 100 |
| ***Indicator 1.3*:** No. of M&E framework document developed | No comprehensive M&E Framework at MoA | **1** Monitoring & Evaluation Framework document developed | **1** Monitoring & Evaluation Framework document developed and put in place | 100 |
| ***Indicator 1.4:*** No. of experts trained on result based management and balanced score card and program M & E | Limited capacity in result based management and program M&E | 200 experts (30% women) trained in result based management, balance score cards, and program M&E. | 176 staff members (54 females) trained and acquired basic skill and knowledge on result based management. | 88 |
| ***Indicator 1.5:*** No. program coordinators placed | No Coordination Capacity | 1 program coordinator placed | 1 program coordinator placed | 100 |
| ***Average*** |  |  |  | ***95.6*** |

*Output 2: Increased Cow Dairy Development at the four Agro - Industrial Parks:-* Project AWPs and performance reports indicate that five indicators and respective targets were set to achieve the intended result under this output (Table 2). Identification of existing or establishment of new model milk collection centres around 4 agro-industrial parks was among targeted activity planned under this output. In this regard, 8 model milk collection centers in pilot Integrated Agro-Industrial Zones were identified and supported, which is 100% achievement. As a result of project support, the model milk collection centres/cooperatives were able to better support members supplying milk on how to improve milk production and keep quality; the cooperatives attained capacity to better manage and aggregate milk supplied from member producers, and handle transportation of collected milk to Agro-processing industries and related firms. The centre/cooperative management members consulted during the evaluation mission has confirmed that their execution and management capacity has well elevated related to previous situation.

The other crucial and important target planned was procurement of 400,000 doses of artificial insemination hormones to be used for conducting crossbreed. The procurement of the reproductive hormone from international suppliers was done by UNDP and 400,000 doses of reproductive hormones was procured and distributed to 4 project regions; technically and financially supported mass synchronization campaign.The beneficiary woredas visited during field assessment (Shashemene, Yirgalem, and Aleta Wondo woredas) have the opinion that procurement through UNDP enabled to get the most active hormone ingredient and timely supply to the executing woredas. A total of 116 professionals were trained and mobilized for the campaign. The performance achievement of this targeted activity was 100%. As a result of the above supports, 19,963 cows were injected with reproductive hormones and 17,203 cows were artificially inseminated in four project regions. A total of 18,688 farmers (2,640 females) were benefited from the newly articulated services of mass synchronization campaign. Annual reports indicated that these beneficiaries have obtained about 8,000 hybrid dairy calves in two round campaigns. Some individual women (7) and male (3) consulted during the evaluation confirmed that they got very vigour dairy calves from the system compared to the previous normal AI service practices. They further reported that some the first roud borne and aged 17 months have conceived and pregnant at this time.

It has been assessed that the dairy sector was being facing challenges with inadequate modern equipment, machines, technology transfer, and knowledge and skill development. In order to address these problems and capacitate milk collection centres operated by cooperative, the project has targeted to procure 6 lacto scans, 6 milk chillers, and 4 cold chain trucks. These targets have been fully realized by procuring modern and high quality equipment, machines and cold chain tracks, international procurement being executed by UNDP. Performance reports indicate that milk chilling equipment, machines and cold chain tracks were procured and distributed to the project woredas in four regions. Out of the machines and equipment provided to milk collection centres/ cooperatives, three installed (Asela, Amanuel and Dangila) although training on operation is not undertaken. Although the resul due to the interventions, the evaluator has learned from the professionals and some beneficiary households consulted during the assessment that the machines and equipment avoided milk spoilage and kept quality milk supplied to agro-industrial parks. The milk collecting and processing cooperatives were also able to get better prices from the agro-industries and related firms due to better quality of the milk they supply.

Further, the targeted training of cooperative management members have been executed by 94% (30 members - 12 females). It has been learned from the participating cooperatives management members that they have gained skill that enabled them to provide better services to milk supplier members and improved their skills that enable them to properly manage, aggregate and handle milk supplied from producers. They further have confirmed that their execution and management capacity has well elevated related to previous situation.

However, the installation and operation of the machines and equipment, particularly milk chilling machines are on different stages. It has been observed in Biftu Milk Cooperative in Shashemene woreda and Elento Milk Cooperative in Aleta Wondo Woreda that the milk chilling machines have reached in store of the cooperatives, but not yet installed to start operation (Picture 1). This needs special attention by the project to finalize installation of the machines and make the operational before termination. Overall, the performance achievement of this target about 90%.



Picture 1: Uninstalled milk chilling machine and dairy farm at Elento Milk Marketing Cooperative

The project was envisaged to tackle skill and knowledge gap among DAs so as to enhance dairy production, productivity and value chain development. Towards this end it was targeted to train 100 development agents (DAs) and experts (30% female) on enhanced dairy production and value chain development. The performance report in this regard shows 149% achievement (149 DAs & Experts – 48 females), which was above the planned target. As a result of the training, the skill and knowledge of participated development agents (DAs) has improved compared to earlier situation. It has been learned that they have gained knowledge and techniques that help them to carry on improved dairy management and increase dairy production and productivity.

The project further supported mass synchronization campaign in the four agro-industrial park areas. The project performance reports showed that mass synchronization campaigns were conducted in 2018 and 2019 for one round campaign each year with project support to impact the genetic makeup of local dairy cows that would result in enhanced milk production and productivity in and around the four-pilot integrated agro industrial parks in Oromia, Amhara, Tigray and SNNP regions, which is 100% achievement. According to the Dairy Directorate official and experts explained that the genetic improvement tasks and campaigns have been conducted in 14 selected woredas around agro-industrial parks in 4 project regions, i.e. 6 woredas in Oromia, 2 woredas in SNNP, 4 woredas in Amhara, and 2 woredas in Tigray region. The officials and experts consulted in National Genetic Improvement Institute, Shashemene, Yirgalem and Aleta Wodo woredas witnessed that the reproductive hormone supplied for mass synchronization purpose was very active to immediately turn selected cows into heat and ready for insemination within three days. They further explained that the coordinated and integrated support in logistic, technicians and experts, finance, hormone, and semen along with relevant service equipment during mass synchronization campaign have achieved best and effective results compared to earlier practices. Beneficiary household consulted during the field assessment observation have indicated that they achieved vigor calves from inseminated cows and they very satisfied with the service provided through mass synchronization compared to the previous regular services provided by government institutions. In general, about 17,203 cows were artificially inseminated in four project regions. A total of 18,688 households (2,640 females) were benefited from the newly designed services of mass synchronization campaign. Annual reports indicate that participated beneficiaries have obtained about 8,000 hybrid dairy calves in two round campaigns. Picture 2 below shows results of the mass synchronization campaign carried out with project support in Yirgalen woreda.



Picture 2: Kabiso Shoke family with their calves (female) from synchronization campaign

In summary, the performance achievement of targeted activities under *output 2* has been rated as *highly satisfactory* (107.8% performance). From this result, it can be concluded that the intended objective towards *output 2*has been achieved.

Table 2: Assessment of achievements of *output 2*: Increased cow dairy development at four Agro-Industrial Parks

| **Output /Components and indicators** | **Baseline** | **Target for end of project** | **Current status of Achievements** | **% achievements** | |
| --- | --- | --- | --- | --- | --- |
| ***Output2. Increased Cow Dairy Development at the four Agro - Industrial Parks*** | | | |  |
| ***Indicator 2.1:*** Number of model milk collection centres established/ strengthened | Limited model milk collection centres around four integrated agro-parks | **8 model** milk collection centres established/ strengthened; | 8 model milk collection centers in pilot Integrated Agro-Industrial Zones were identified and strengthened. | 100 |
| ***Indicator 2.2:*** No. of artificial insemination hormone dozes supplied for cross bred | Limited supply of artificial insemination for cross-breeding | 400,000 artificial insemination hormones dozes supplied for cross breed | 400,000 doses of reproductivehormoneswere procured and distributed to 4 project regions; supported technically and financially mass synchronization campaign. | 100 |
| ***Indicator 2.3:*** Number of model milk collection centres capacitated/ strengthened with equipment and training | Limited capacity of model milk collection centres around four integrated agro-parks in equipment and chilling machines | 8 milk collection centres capacitated with provision of 6 lacto scans, 6 milk chillers, and 4 cold chain truck;  32 (30% women) members trained on management | Milk collection centres supported with: 4 cold chain tracks, 6 milk chillers, and 6 lacto scans in 4 agro-industrial park areas.  30 (12females) milk collection center management members were trained on dairy husbandry and dairy value chains. | 90.0 |
| ***Indicator 2.4:*** No. of DAs trained in enhanced dairy production, productivity and value chain development | Limited knowledge of DAs in enhanced dairy production, productivity and value chain development | Trained 100 DAs (30% female)on enhanced dairy productionand value chain development | 149 DAs and experts (48 Females) were trained on dairy husbandry and dairy value chains. The training has acquainted farmers with improved dairy management knowledge and techniques that increases dairy production and productivity. | 149 |
| ***Indicator 2.5:*** Support provided to mass synchronization campaign | Limited logistic and financial capacity to lead mass synchronization campaign | Mass synchronization campaign in the four agro-industrial park areas supported | Mass synchronization campaign supported to impact the genetic makeup of local dairy cows that would result in enhanced milk production and productivity in and around the four-pilot integrated agro industrial parks in Oromia, Amhara, Tigray and SNNP Regions. | 100 |
| ***Average*** |  |  |  | **107.8** |

*Output 3: Improved Poultry Development at the four Agro - Industrial Parks:-* Poultry was one of the sub-sector given priority in the Livestock Master Plan and GTP II. The major constraints hampering the development of this sub-sector were: low productivity of indigenous breeds, lack improved breeds, inadequate equipment and hatchery machine, and limited skill on poultry husbandry and management. *Output 3* of the project was designed to address these constraints (Table 3). In this context, the project has targeted to procure high capacity hatchery machine and distributed government poultry multiplication centres to enhance their capacity of chicken production and distribution. Accordingly, an incubator with setter that has a capacity of hatching 19,200 eggs was procured and provided to Pawe chicken multiplication centre, which has been installed, functional, and practical training on hatchery provided. In addition, equipment, feeder and waterer were provided to Pawe, Gambella and Oromia chicken multiplication centres (4 government multiplication centres in Oromia region).These multiplication centres were supported with training on poultry bio-security. The achievement of this targeted indicator is 100%. As a result of the provision of hatchery incubator, equipment, and related materials as well as skill training, it has been confirmed that the capacity of hatching and distribution of chicken has increased by more than six folds, i.e. increased from hatching capacity of 3,000 eggs at start of project (June, 2017) to 19,000 eggs at end of June, 2020.National level implementing partners consulted during the assessment explained that beneficiary households, particularly women households were better accessed to hybrid chicken (1 day or 3 months age) than before. Some women households also got access to take eggs from multiplication cetres and hatch them at home using local hens as incubator. It has also learned that the skill training has improved execution capacity of participated experts. However, the results obtained in this category cannot be confirmed at field level due security problems created in Oromia region (unable to reach Fiche Poultry Multiplication centre) and COVID-19 travel restriction to more project regions.

Under output 3, it was also planned to identify and strengthen 4 model FTCs on poultry development around the four agro-industry parks. Accordingly 4 FTCs in the catchments of the four Integrated Agro Industrial Parks were identified and supported to use them as a model FTCs where lessons learnt and selected best practices would be replicated/disseminated to other FTCs with ultimate objectives to transform the traditional subsistence farming to market oriented agribusinesses thereby increase agricultural supply to the Agro processing plants. The achievement in this aspect was 100%.

In order to tackle the skill gap regional and village level experts, it was targeted to provide ToT skill development on poultry value chain as well as skill development training of village level experts. In this aspect 56 (12 Female) regional and zonal experts trained on poultry value chain development and 82 village experts (16 females) were trained on poultry husbandry and health care system with the aim to enhance accesses to vaccination for rural farmers, which shows 100% achievement. The ToT trainings and village level skill developments carried out by project support have been confirmed by implementers consulted at national level. As a result the skill trainings provided to the experts cooperative member farmer, their skill and knowledge have improved well as compared to previous situation. The trainings have also raised the awareness of kebele and cooperative member farmers. This has also been further justified by the implementer directorate that the trainings provided on poultry husbandry and management have improved the execution capacity of experts and beneficiary farmers/ cooperatives.

It was also targeted to support development of poultry development policy and bio-security guideline. It has been confirmed from project performance reports that poultry development policy and bio-security guideline has been drafted and submitted for review and approval, which shows accomplishment of 85%. This accomplishment has been confirmed by Director of Poultry Directorate during consultation. It was justified that the bio-security guideline would contribute to mortality reduction and take prevention measures by entrepreneurs and organizations engaged in poultry development works.

The project has also planned to document 1 documentary film and 5 best practices sharing documentations produced and disseminated. The project reports and the Director of Poultry Director confirmed that a documentary video/film on production and consumption of poultry products was produced, launched in the presence of key stakeholders, and distributed to relevant stakeholders, which indicates 100% achievement. The documentary film and best practices have been used by the professionals to popularize simple way of cooking and consuming chicken meat to producers and consumers as opposed to the tedious, time, labor and energy consuming traditional method.

In summary, the performance achievement of targeted activities under *output 3*has been rated as *highly satisfactory* (97.5% performance). From this result, it can be concluded that the intended objective towards realizing improved poultry development through capacity building and distributing chicken and egg for hatching at household level (*output 3)*has been achieved.

Table 3: Assessment of achievements of *output 3*: *Improved Poultry Development at the four Agro - Industrial Parks*

| **Output and indicators** | **Baseline** | **Target for end of project** | **Current status of Achievements** | **% achievements** |
| --- | --- | --- | --- | --- |
| ***Output 3. Improved Poultry Development at the four Agro - Industrial Parks*** | | | |  |
| ***Indicator 3.1:***No. of poultry multiplication centres strengthened/ supported | Limited capacity at Pawe and Gambella multiplication centres | 4 government poultry multiplication centres in Oromia and 2 in Pawe and Gambella strengthened/ supported with hatchery and related poultry equipment. | A high capacity hatchery and setter (19,200 eggs hatching capacity) procured and provided to Pawe. Equipment, feeder, and waterer were provided to Pawe, Gambella and Oromia chicken multiplication centres. Centres in Oromia provided with training on poultry bio-security. | 100 |
| ***Indicator 3.2:*** No. of model FTCs strengthened on poultry development | Limited demonstrative capacity of Model FTCs | 4 model FTCs identified and strengthened on poultry development | 4 FTCs in catchments of the four Integrated Agro Industrial Parks were identified and supported with capacity building to use them as a model FTCs | 100 |
| ***Indicator 3.3:*** No. of regional& zonal experts obtained ToT skill development on poultry value chain development | Limited skill of experts on poultry value chain development | Provide ToT skill development on poultry value chain development | Trained 56 (12 Female) regional and zonal experts on poultry value chain development. | 100 |
| ***Indicator 3.4:*** No. of village experts trained on poultry value chain development | Limited skill of village experts and vaccinators on poultry development | Village experts obtained skill development training on poultry value chain development | 82 participants (16 were female) were trained on poultry husbandry and health care with the aim to enhance accesses to vaccination for rural farmers. | 100 |
| ***Indicator 3.5:*** No. of poultry policy and biosecurity guideline developed | No or absence of biosecurity guideline | Poultry policy and biosecurity guideline developed | Poultry development policy and biosecurity guideline drafted and submitted for further review and approval. It would reduce mortality and take prevention measures by entrepreneurs and organizations engaged in poultry. | 85 |
| ***Indicator 3.6***: No. of documentary film produced and resource mobilization platforms held | No documentary film that share best practices documented | 1 documentary film and 5 best practices sharing documentations produced and disseminated | A documentary video/film on production and consumption of poultry products was produced and ready for dissemination. The documentary film would popularize simple way of cooking and consuming chicken meat as opposed to the tedious, time, labor and energy consuming traditional method. | 100 |
| ***Total*** |  |  |  | ***97.5*** |

*Output 4: Enhanced meat (cattle, sheep, goat) development at four Agro - Industrial Park:-* Under this output, it was planned to establish/rehabilitate four feedlots areas/centers around the targeted four agro-industrial parks by organizing youth, cooperative or private developers. Towards this end, four feedlots were studied and identified around 4 pilot agro-industrial parks; 42 machines for feed processing (mixer, tanker and molder) have been provided to organized youth, cooperatives and private firms, which is 100% performance (Table 4). Although the operation of the feed processing machines are at initial stage, they are expected to produce hygienic feed best suited to beef, sheep and goats being under fattening program and ultimately enabled to produce appropriately fattened beef, sheep and goats. Although not tested and quantified at field level due to COVID-19 limitations, it has been confirmed from national level implementing partners that income of organized youth and private individuals involved in fattening businesses.

Inadequate skill and knowhow on meat vale chain development was one of the constraints impeding enhancing meat value chain development. The UNDP supported project has targeted to train 140 smallholder farmers and youth to build their skill on how to lead and develop the meat sub-sector. To this end, a total of 140 smallholder farmers and regiona and woreda experts (38 F) drawn from 4 pilot agro industrial park areas were trained on improved fattening program, both theoretical and practical training, which is 100% performance. The training has enabled trainees share experiences existing in their respective regions through interactive sessions. The trainees have improved their skill and knowledge on the principles, practical and execution of meat and fattening development works. This has been confirmed by Meat, Hides and Skin Directorate experts consulted during consultation and discussion carried out at national level.

According to officials and experts of Meat, Hides and Skin Directorate, it was planned to support organized youth around four agro-industrial parks with shades and related material required to enhance fattening program in targeted areas. However, the plan to support organized youth with shades and related material was not successful due to delayed decision by Livestock Sector and shift of budget to other activity. The effort made in action plan and detailed budget preparation is rated as 30% performance.

The final indicator targeted to be addressed was to indentify and document5 best practice sharing documentations. In this respect, five best practice sharing documents have been identified and disseminated, which is 100% performance. It was expected that the documentary film shared knowledge and management best practices to the development practitioners engaged in the red meat development sub-areas.

In summary, the performance of activities targeted under *output 4*is rated as *satisfactory* (82.5 performance).

Table 4: Assessment of achievements of *output 4*: *Enhanced meat (cattle, sheep, goat) development at four Agro - Industrial Park*

| **Output and indicators** | **Baseline** | **Target for end of project** | **Current status of Achievements** | **% achievements** | |
| --- | --- | --- | --- | --- | --- |
| ***Output 4. Enhanced meat (cattle, sheep, goat) development at four Agro - Industrial Park*** | | | | |  |
| ***Indicator 4.1:*** No. of feedlots identified and strengthened | Limited operational capacity of feedlots in agro industrial areas | Established/rehabilitated four feedlot areas/centers | Studied and identified feedlots around 4 pilot agro-industrial parks; 42 machines for feed processing (mixer, tanker and molder) provided to organized youth and private firms. | | 100 |
| ***Indicator 4.2:*** Strengthened capacity of small holders and youths | Limited skill on enhanced meat value chain development | Trained 140(30% female)small holder farmers, youths | 140 smallholder farmers and experts (38 F) drawn from 4 pilot agro industrial parks areas trained on improved fattening program. Training includes theoretical and practical training. | | 100 |
| ***Indicator 4.3:*** No. Shades and related material provide to organized youth | No shades and related material with organized youth | Support organized youth with shades and related material required to support fattening program | Meat, Hides and Skin Directorate experts explained that the plan to support organized youth shades and related material was not successful and budget shifted to other activity[[4]](#footnote-5) | | 30 |
| ***Indicator 4.4:*** No. of best practice documentations produced and disseminated | Limited awareness on best meat production practices | 5 best practice sharing documentations produced and disseminated | Identified and disseminated five best practices sharing documents | | 100 |
| ***Total*** |  |  |  | | ***82.5*** |

Based on OECD/DAC standard rating criteria, the overall achievement of the project is rated as *highly satisfactory* (see Fig. 2 for details). This overall rating of achievements of the project shows that the overall objective of the project has been best achieved. The envisaged enhancing national capacity for livestock development and transformation in terms professional skill development, equipping frontline implementer smallholder farmers and cooperatives with necessary modern equipment and machines, and enhancing breed improvement and livestock husbandry with improved and modern techniques and procedures have been met successfully.

Figure 2: Summary of overall project achievement ratings

|  |  |  |
| --- | --- | --- |
| ***Outputs*** | ***Achievements against target*** | ***Ratings*** |
| *Output 1* | *95.6* | *Highly Satisfactory* |
| *Output 2* | *107.8* | *Highly Satisfactory* |
| *Output 3* | *97.5* | *Highly Satisfactory* |
| *Output 4* | *82.5* | *Satisfactory* |
| ***Overall Ratings*** | ***95.8*** | ***Highly Satisfactory*** |

Source: Evaluators’ Rating, July 2020

### *Efficiency*

This section presents the evaluation findings on projects’ implementation efficiency, which measures how economically resources (inputs, funds, expertise, time, etc) are converted into results/outputs. Efficiency is used to assess the extent to which programs or projects used the least cost resources or inputs possible in order to achieve the planned results or outputs.

In this assignment, efficiency has been assessed in terms of (i) management, coordination and facilitation put in place during implementation process; (ii) whether the interventions were implemented within the planned budget/ costs, (iii) Outputs’ effectiveness to cost ratios the project, and (iv) the time it took to deliver the required outputs as compared to original plan, whether the required resources were actually provided within timely framework.

*3.3.3.1 Management, Coordination and Facilitation*

With regards to management, coordination and facilitation, the project document and progress reports indicate that regular monitoring and follow up has been done jointly by UNDP program specialist, project coordinator placed in Livestock Sector of MoA and relevant staff of Livestock Sector. The UNDP project coordinator placed atlivestock sector of MoAfollow up the project on a day-to-day basis encouraging staff of livestock sector directorates to take timely actions towards implementing targeted activities and outputs. UNDP provided technical and operational support in implementing the agreed activities. Officialsand experts of the Directorates of Livestock Sector supported by Project Coordinator as well as partners like National Genetic Improvement Institute and Federal Cooperative Agency have conducted monitoring and follow up project implementation as per planned targets, identified implementation bottlenecks and took timely corrective measures to achieve planned results. This has been confirmed during consultation of sector officials and experts at national as well as at project site levels. In view of these, the evaluator believes that such joint monitoring, follow up and guidance have contributed to achieve project efficiency.

However, some woredas like Yirgalem woreda officials complained that monitoring, follow up and implementation support were not performed on regular and timely basis. But, they confirmed that integrated support during dairy mass synchronization campaign and AI service have led to achieve best results.

*3.3.3.2 Utilization of Budget as Compared to Planned Budget*

Efficiency can be measured in terms of actual financial expenditures compared to planned project budget. In this regard, the project has utilized about 95.5 percent of the total committed budget of US$ 2 million over the period July 2017 to June 2020. The budget utilization performance was much better in 2018 and 2019 when most of the physical targets including procurement equipment and machineswere performed (see Table 5). This high performance financial utilization for planned targets also indicates efficiency of the project.

It has been confirmed from project implementing partner (IP) officials (livestock directorates and NGII) that the planned budgets have been disbursed to implementing partners based on the annual work and budget plans. This also shows timely delivery of required inputs and financial resources, which indicates efficiency of the project to convert inputs and funds into results.

Table 5: Budget planned, disbursed and Utilized for project implementation – ENCLSDT Project

| **Project period** | **Planned budget as per AWPs**  **(US$)** | **Budget disbursed to IP**  **(US$)** | **Actual Expenditure** | | **Unutilized budget (US$)** | **Budget source/ Donor** |
| --- | --- | --- | --- | --- | --- | --- |
| **Amount (US$)** | **%** |
| 2017 | 379,100 | 379,112.61 | 379,112.61 | 100.0 | \_ | UNDP (CORE) |
| 2018 | 800,000 | 857,665.45 | 857,665.45 | 107.2 | \_ | UNDP (CORE) |
| 2019 | 370,000 | 569,271.70 | 569,271.70 | 153.8 | \_ | UNDP (CORE) |
| 2020 | 103,260 | 103,260.00 | 103,260.00 | 100.0 | \_ | UNDP (CORE) |
| ***Total*** | ***1,652,360*** | ***1,909,309.76*** | ***1,909,309.76*** | ***115.5*** |  |  |
| ***Committed budget*** | ***2,000.000*** |  | ***1,909,309.76*** | ***95.5*** | ***90,690.24*** |  |

Note: Disbursements and actual expenditures include procurements executed by UNDP on behalf of Implementing Partner (IP).

Source: UNDP, June 23, 2020.

*3.3.3.3 Outputs’ effectiveness to cost ratios the project*

Efficiencyof a project can be measured in terms of cost-effectiveness, i.e. by comparing overall outputs’ effectiveness to cost ratios the project. In this context, the overall project effectiveness to project cost ratio /financial utilization rate of the project has been calculated to be ***1.003***. This value represents effectiveness per unit of cost/expenditure of the project which shows effectiveness per unit of cost. The effectiveness –cost ratio is nearly above 1 and positive which shows that benefits or outcomes exceed the costs implying cost-effectiveness of the project.

*3.3.3.4 Timely Implementation of Planned Interventions*

The consultations made with officials of livestock sector Directorates, NGII, Federal Cooperative Agency and project Woredas revealed that most of the interventions were implemented timely as per the annual work plans, particularly during the periods 2018 and 2019 when most of the physical targets including procurement of equipment, machines and accessories for cow dairy, poultry and meat outputs were executed. This factor also contributed to the efficiency of the project.

*In view of the above elaborations, the efficiency of the project has been rated as highly satisfactory.*

### *Impact*

Impact measures the extent to which the project has achieved impacts or progresstowards the achievement of impacts as well as examines how interventions of the project impacted the socio-economic life of the targeted beneficiaries at all levels.

In this assignment, impact of the project has been assessed in terms direct institutional and organization capacity development of the livestock sector and collaborating implementer organizations based at national, regional and local levels. Furthermore, the economic and social changes achieved by beneficiary households and cooperatives can be considered as impacts recorded due to project interventions.

*Impact on Institutional and Organization Capacity Development*

The project envisaged to enhance institutional capacity in livestock sector at national, woreda and local levels. In this context, it has been assessed that the UNDP supported project has strengthened technical and policy capacities of Federal Livestock Sector of MoA, National Genetic Improvement Institute and Federal Cooperative Agency at national level and livestock offices at woreda and cooperatives at local levels.

The project has provided skill and knowledge development trainings for national, regional and woreda officials and experts on livestock husbandry and management, particularly, on cow dairy, livestock genetic improvement, poultry production and management, and meat value chain development. It is hoped that these skill and knowledge development trainings have improved the execution capacity of professionals of organizations, institutions and offices received the support. This has been confirmed by the officials and experts consulted during the assessment.

The other deterministic and important intervention carried out by the project was to enhance institutional capacity; particularly cooperative dairy marketing, the nucleus herd center, government poultry/ chicken multiplication centres, and meat improvement through feedlot development were provision of modern equipment, machines and accessories. These modern equipment and machines would bring significant change or improvement to produce best quality products in required quantities among those beneficiary organizations engaged in the livestock value chain business. In order to achieve the final result envisaged from these investments, some of the equipment and machines put in place should be installed soon and made operational, which is also the request of the local beneficiary organizations.

*Economic and Social Impacts on Livelihood of Local Beneficiaries*

Although it seems premature to think of impact at this level (as most of the project activities were completed recently and some of the equipment and machines put in place are not yet installed and made operational), this evaluation tried to generate some worthy and promising impacts observed at this stage.

One of the area recorded impact was the genetic improvement intervention where mass synchronization of dairy cows were inoculated with productive hormones and inseminated with semen through a campaign conducted in a month time. Most of the beneficiaries consulted during the field mission have confirmed that most of the cows inseminated during the campaign have conceived and gave birth to very vigor calves compared to previous normal practices. Beneficiaries in Shashemene, Yirgalem and Aleta Wondo areas explained that some of the calves obtained through the process have conceived at age of 17 months and become pregnant as second generation result. Some beneficiaries, for example Ato Kabiso Shoke who inseminated two cows and obtained two calves (1 male and 1 female), sold the male calve and able construct improved house (see Picture 3) as well as educate children with the income obtained. It has been confirmed that the improved calve obtained through the process costs ETB 35,000.00 while unimproved local calve costs ETB 13,000.00, which shows an additional income of ETB 22,000.00 due to the intervention. With the additional income, he was able to construct new house and educate children. Beneficiary households (10 HHs) consulted during the evaluation mission witnessed that they have achieved changes and expect to obtain further impacts and benefits from animal genetic improvement intervention through mass synchronization process.



Picture 3: Kabiso Shoke (left) and Shegitu Geleto (right) with calves from AI Service in Yirgalem and Shashemene areas, respectively

The project support provided to organized youth and private feedlot developers has increased their income from fattening activities carried out in project woredas, which needs to be further assessed at field level. A big capacity hatcheries installed and made functional at Pawe multiplication centre as well as equipment provided for poultry multiplication centers in Gambela and Oromia regions with project support has increased the number of chicken distributed to household beneficiaries by six folds, i.e. from initial capacity of hatching 3,000 eggs at start of project (June, 2017) to 19,000 eggs at end of June, 2020. However, the milk chilling machines distrusted to milk collection and marketing cooperatives are not installed yet, it is premature to estimate the impacts intended to be achieved.

In summary, the project has contributed to improved institutional execution capacity of institutions of staffs and officials involved in the skill and knowledge development trainings. Furthermore, the genetic improvement intervention through mass synchronization approach cross-breeding dairy cows at household level has brought significant change in having vigor improved calves thereby increasing their income. In view of the impacts achieved so far and expected in future has been assessed as *satisfactory*.

### *Sustainability*

This section explores the extent to which the project’s processes and results of the interventions are likely to continue after external support has been withdrawn/ completed, particularly its ability to continue delivering benefits for an extended period of time after completion. In this terminal evaluation, sustainability of the processes and results of the project has been assessed in terms of ownership of the objectives and achievements, institutional and financial sustainability, and technical (technology) and socio-cultural factors.

* + - 1. *Ownership of Objectives and Achievements*

It has been learned that the implementation of the project was planned to be handled using existing structures that the Government has put in place. Some of the interventions were directly linked to capacity enhancement of such structures through training and experience sharing with other countries practices which help smoothly implementation of the project. The program also aimed at ensuring sustainability by adopting tested practices. The program was designed in a manner project results are sustainable and scalable. The institutions involved in implementation of the project at national, regional and local level are legally mandated to support producer farmers and pastoralist in the livestock sector. The project supported government structures to fill gaps uncovered by the structures. These have been confirmed by officials and experts consulted during the evaluation mission at national and local levels that the government structures would own and continue the results of the project. In view of this, the ownership of the achievements of the project is graded as *highly satisfactory*[[5]](#footnote-6).

* + - 1. *Institutional and Organizational Sustainability*

The evaluation process looked at the degree of commitment of all parties involved, whether counterparts were properly prepared for taking over, technicallyand managerially. Within institutional aspects, the project has supported institutions and organizations involved in implementation of the livestock sector project at national, woreda and local levels in terms of skill and knowledge development of professionals which increased their execution capacity significantly. The evaluator has confirmed that the implementing partners including local government partners are willing and committed to takeover project results and ensure the sustainability of the project actions.

Furthermore, project interventions like milk collection, processing and marketing activities are operated by Milk Supplier and Marketing Cooperatives which have legal entity. Multiplication and distribution of chicken was carried out by government poultry multiplication centres that have manpower and yearly operational budgets. Fattening of cattle, sheep and goats in targeted feedlots are operated and managed by organized youth and private firms that have legal entity. These government poultry multiplication centres, nucleus herd center milk marketing cooperatives, organized youth groups, and private firms have been capacitated with relevant modern technologies (equipment and machines) as well as improved skill, knowledge and improved work procedure modalities. The support of the project in strengthening local government and community organization were significant and would ensure institutional and organizational sustainability. Most of these assessments have been confirmed by cooperative management committee and local government officials consulted during the field assessment.

However, the equipment and machines put in place needs to be installed and made operational so as to ensure sustainability. Further institutional capacity strengthening of local governments should also be supported further to ensure sustainability.

In view of the above assessments, sustainability of project results in this regard is rated as *satisfactory*.

* + - 1. *Economic and Financial Sustainability*

The Livestock Sector of MoA and its decentralized structures are mandated to provide technical and training supports to farmers, pastoralists and private investors to improve the productivity of the sector. In order to provide these supports, government structures at national, regional and local levels are committed to allocate annual budgets to support execution of the technical and training supports planned to support farmers, pastoralists and private firms engaged in livestock production and marketing. This would also ensure sustainability to finance project activities. However, some local governments complain that the budget annually allocated for the sector is limited and not sufficient to operate the activities as required.

Furthermore, organized youth groups and cooperatives earn income from the activities they run. The income they earn from the business would help them to run and expand their activities further which would ensure financial sustainability of project results and activities. This has been confirmed by cooperative management committee and community members consulted during the field evaluation mission. Beneficiary household engaged in cross-breeding activities also confirmed that they would earn more income from improved calves they get from the system, they said that female calve will become cow and give milk, male calves will be sold and used for household livelihood purposes.

Hence, economic and financial sustainability in this aspect is rated as *satisfactory*.

* + - 1. *Technical (Technology) and Socio-Cultural Factors*

Technology wise, all the activities implemented by the support of the project were in line with community needs and local experiences. At the same time, process followed and services delivered fits in with existing needs, culture, traditions or skills; and the intended beneficiaries could adapt to and maintain the technology acquired with minimal assistance. Regarding socio-cultural factors, the project was in tune with local perceptions of needs and ways of producing and sharing benefits. Hence, in terms of consideration of technical and socio-cultural factors, the project is rated as *satisfactory*.

In view of the above assessments, the overall sustainability of this project is rated as *satisfactory*.

### *Cross-Cutting Themes*

This sub-section presents assessments towards cross-cutting themes such as integration of gender equality, environment and capacity development.

*3.3.6.1 Integration of Gender Equality*

In view of the crucial role women plays in livestock development, particularly in dairy and poultry sub-sector, it has been found that the issue of gender equality has been considered during the project design phase. Gender mainstreaming in livestock value chain development was prioritized to address challenges faced by women and girls, which was aligned with the UNDAF ***Output 1.4***: Vulnerable groups, particularly women, girls, youth and targeted pastoralist communities have increased access to reproductive resources and community demand driven economic and social services.

Review of project performance reports show that women has participated in all capacity building skill and knowledge development trainings as well as targeted project interventions, particularly mass synchronization of cows and insemination campaign and dairy product supply and marketing interventions both at household and cooperative levels. It was also found that all data on project achievements has been disaggregated by gender. This has been confirmed during the field assessment mission; where more than 10 women beneficiaries involved in AI service and dairy milk marketing interventions were consulted and interviewed. In general, women have benefitted from all outputs of the project. Specifically, about 2,640 women were benefitted front h new approach AI services in which all gained vigour dairy calves. In addition, women have benefitted from skill development trainings which include: 34 women trained on result based management; 12 female coop management members trained on milk management and handling; 48 female DAs trained and built skill and knowledge on dairy production, productivity and marketing; 28 female experts based at regional, zonal, woreda and village levels trained and gained capacity on poultry husbandry and health; 38 female experts and smallholder farmer households trained on improved fattening systems.

*3.3.6.2 Capacity Development*

The project in its nature was designed to develop institutional capacity of livestock sector. The capacity development interventions targeted and undertaken in the form of skill and knowledge trainings of professionals and experts in the livestock sector was part of capacity development activity integrated into the project. Towards this, about 176 staff members (54 females) were trained on result based management, 149 DAs and experts (48 Females) were trained on dairy value chain development, 30 (12females) milk cooperative management members were trained on milk handling and marketing systems, 56 (12 Female) regional and zonal experts were trained on village chicken vaccination program, 82 participants (16 female) were trained on poultry husbandry, and 140 smallholder farmers and experts (38 female) drawn from 4 pilot agro industrial park areas were trained on improved fattening program and feedlot development. As a result of the above described capacity development trainings, the skill and knowledge of the participants have improved compared to previous situation. Further, the execution capacities of the trainees have been improved. This has been confirmed by the officials and trainees consulted during the assessment conducted at national, woreda and project sites levels.*3.3.6.3 Integration of Environment*

Although it is normal to consider environmental issues in any of UNDP supported projects, it has been assessed that environmental issues were not integrated into the project during design phase. The evaluator has also assessed that there was no indication of environmental issues in the project performance reports.

The evaluator have the opinion that environmental issues should be considered during project design and implementation phases in the future and should be climate SMART enough to carry out interventions on livestock value chain development.

*In conclusion, it has been assessed that the project has integrated gender equality and capacity development issues into project outputs during project design, implementation and monitoring phases. However, there is no data or information that indicates integration of environmental factor into project outputs and activities.*

### *Drawbacks and challenges affected achievements during implementation*

It has been identified during the assessment that the major draw backs and challenges that affected achievements in the implementation process are the following:

*Merging and Separation of Institutions*: The merger of the Ministry of Livestock and Fisheries with the Ministry of Agriculture and Natural Resources; and the associated process of repositioning staff have affected timely decision and implementation of activities.

*Delay of decision at sector level*: Some officials and experts of Directorates of Livestock Sector explained existence delayed decisions related to project budget release, field supervision of project activities and implementation follow up.

*Limited project resource and coverage*: Most of the project implementing partners based at national, regional and local level has the opinion that the project has limited financial resource and area coverage. They recommended that the project allocate more fund and scale up project activities to cover more areas that were not supported by the project.

*Impact assessment need to be done after end of results achieved*: The officials and experts consulted during evaluation mission have explained that impact assessment should be made after the end results of the project have registered. At this time it is very early to assess impacts of the project since the ultimate results are expected after all the modern equipment and machines put in place are installed and made operational.

*Electric power transformer fitness problem*: It has been observed that the milk chilling machines placed at Biftu and Elento Milk Collection Marketing Cooperatives in Shashemene and Aleta Wondo woredas respectively, were not installed yet. They reported that the electric power transformer in their area is low and do not fit with the power requirements of machines which they reported to area power supply authorities and waiting for response. It has been emphasized participants during validation workshop that identification and re-adjust of electric power transformer capacity should have been done in advance of project launch so that outstanding works would not persist as problem at this final stage.

### *Best practices and lessons learned*

*Integrated approach from federal to grassroots*: The project followed an integrated approach from federal to local levels in which implementing partners such as the Livestock Sector of MoA, National Genetic Improvement Institute, Federal Cooperative Agency and their decentralized structures up to local level work in collaboration. This approach is the best practice UNDP has adopted to achieve results and should be employed in other related projects in the future.

*Coordinated breakthrough in animal genetic improvement*: The coordination of activities all the way from federal to kebele development centers levels and efficient design of the modus operandi in the mass synchronization campaign has registered a land mark result which enabled promotion of the reproductive and breeding technology among smallholder farmer households. The new approach enabled to reach more farmers, bring attitudinal and behavioral changes at community and expert level with regard to the use and response rate of the reproductive hormone.

*Joint project planning and monitoring practices*: The UNDP supported livestock development and transformation project helped project stakeholders that joint project planning and monitoring can be considered as best practice and lesson learnt from the process. Joint project planning has enabled project stakeholders to design program based on real problems hindering the development of the sector. This has been witnessed by participants of validation workshop that outstanding achievements, particularly in the dairy and poultry sub-sectors were recorded due to full engagement of sector stakeholders (officials, experts, and UNDP staff) during project design phase in identifying real problems along with best optional interventions to be taken to reverse the problems as well as due to integrated and collaborative coordination by implementing partners and the donor (UNDP). Further, it has been commented that communication of sector staff and UNDP was nicely linked, which contributed to best achievement anticipated results.

*Project was designed to be implemented within existing government structures*: The project has been designed to be implemented with existing government structures. No separate structure has been established to implement the project. This increased Government commitment to overtake project results and practices ensuring sustainability.

# CONCLUSIONS AND RECOMMENDATIONS

## Conclusions

The entitled *‘‘Enhancing National Capacities for Livestock Sector Development and Transformation’’* was designed to tackle the real problems hampering the development and transformation of the livestock sector.

The overall objective of the project was to generate a fundamental transformational change in the scale, quality, diversity and socio-economic benefits of the nation’s livestock sector. The purpose was to change livelihoods, build resilience, and create local employment opportunities, diversification of local economies and source of livelihoods. The project was assumed to be catalytic in building national capacities for livestock development and contributing to the attainment of development goals in the Growth and Transformational Plan (GTP II) and the Livestock Master Plan (LMP). The programme further focused on key livestock value chains for poultry, red meat, cow milk, and crossbred dairy cows. The programme also encompassed cross-cutting activities, (animal health, animal feed, animal genetic improvement as well as policy and regulatory related issues) pertinent for production and productivity enhancement and facilitation of agribusiness linkages along the livestock commodity value chain. The program implementation was collaborative and inclusive involving federal, regional, and local public institutions and communities.

It has been assessed that the project design was appropriate and addressed the real problems and constraints hampering the development and transformation of the livestock sector which has been confirmed by the stakeholders consulted at each level of the assessment. The project was designed based on the capacity needs of national, regional and local institutions to enhance skill and facility development. As described under *theory of change* during project design, the program was designed to enhance national capacities, i.e. leadership, institutional arrangement, knowledge-within government, smallholder farmers, cooperatives and cooperative unions, and value chain actors towards livestock sector development and transformation. Policy, regulatory and institutional capacity gaps in the livestock sector as well as capacity constraints in both public and private sector engaged in livestock development were identified during formulation stage. In terms of assumptions and risks, the project was designed with the assumption of improving production methods, increasing livestock productivity, enhance market efficiency and strengthening livestock value chains in three key livestock commodities; cow dairy; red meat from cattle, sheep and goats, and poultry. It has been anticipated that transformation of the livestock sector has the potential to eliminating poverty among livestock keeping households, helping family farms move from traditional to improved market-oriented systems and contribute to the national GDP.

The project design also addressed expected risks during implementation of the project. the project design anticipated three categories of risks; organizational, strategic and financial. Limitations in institutional capacity to fully realize the outputs of the program; strategic risks like lack of strong linkage between livestock interventions in the overall agriculture sector; and financial risks such as lack of financial resources to expand the program as desired were well assessed; and remedies that tackle the risks were proposed during the project design.

It has also been assessed that the project management arrangement was appropriate, simple and easy to implement. Livestock Sector was selected as key implementer and national, regional and local collaborating implementers were involved, and focused on four regions specifically the Agro-Industrial Parks. Some emerging regions like Benishangul-Gumuze and Gambella were also included. The appropriateness of the management and implementation arrangement have been confirmed by the key project stakeholders consulted during the assessment.

It has been assessed that the project was well aligned with the national priorities, the needs of the local beneficiary community, and well informed with UNDP Strategic Plan and aligned with United Nations Development Assistance Framework (UNDAF), 2016-2020. The national development priorities related to this program were development of smallholder crop and pastoral agriculture and all round support to educate youth to enable them organize and engage in agricultural businesses; which are some of the priorities anticipated to contribute to sustainable development and transformation of the agricultural sector. These priorities were documented in GTP II under pillars I and II. Pillar I anticipates sustain the rapid, broadbased and equitable economic growth and development while Pillar II anticipates increase the productive capacity and efficiency to reach the economy’s production possibility frontier through concurrently improving quality, productivity and competitiveness of productive sectors – agriculture and manufacturing industries). In terms of international priorities, the project is directly aligned with *GOAL 1* (End poverty in all its forms everywhere), *GOAL 2* (End hunger, achieve food security and improved nutrition and promote sustainable agriculture**)**, and Goal 5 (Achieve gender equality and empower all women and girls) of SDGs. In view of the above assessments, the project has been rated as *highly relevant*.

*Project Outputs Contribution towards Realization of UNDAF Outcome 2*:- UNDAF Outcome 2: ‘‘By 2020 Ethiopia has achieved robust and inclusive growth in agricultural production, productivity and commercialization of the agricultural sector’’. Although contribution of the project towards this outcome is minimal, it has assessed that the project has contributed towards enhancing productivity in the livestock sector, particularly the dairy sector. This has been witnessed by beneficiary households consulted in Shashemene, Dale, and Aleta Wondo Woredas. Accordingly, the new approach of AI service enabled beneficiaries to get improved vigour calves (mostly heifers) of 11 months age compared to the old normal system approach. In terms of income growth, a newly improved heifer aged 15 months is on average sold at ETB 33,000 while a calve obtained through old AI service system of the same age is on average sold at ETB 13,000.00, which shows a growth of 154% (ETB 20,000).

In the milk supply and marketing area, both women and men households engaged in milk production and supply to cooperatives have improved their livelihood from the better proce the receive from the cooperatives. Most importantly women who used to take their milk to the market avoided nearly 2 – 3 hours spent for traveling to marker and use this saved time for other productive purposes.

Output wise, the project was instrumental and enormousl*y* contributed to *strengthen policy, regulatory and institutional capacity (output1) of the livestock sector.* The project has contributed to institutional capacity building through procuring feed mixer wagon and generator for Holeta Nucleolus Herd Center, conducted market integration study and value chain analysis in three integrated agro-industries, developed and documented monitoring and evaluation framework for PMED of MoA, and trained 176 staff members (54 females)and acquired basic skill and knowledge on result based management. As a result of these interventions, it has been confirmed during the assessment that the trainees have enhanced their skill and knowledge on result based planning, monitoring and reporting principles and approaches. Some of the trainees also reported that their skill to plan, monitor and reporting has improved well. The enhanced skill of the staff in result based planning, monitoring and reporting enabled them to produce quality plans and reports. The study document on market integration and value chain analysis served as reference by government to design a comprehensive strategy on how to enhance production, productivity and commercialization of livestock products in the Agro-Commodities Procurement Zone. Although the machines provided to Holeta Nucleolus Centre are not installed and made functional, it expected that the feed mixer machine enhances the capacity of nucleus herd center to process hygienic feed for better semen production and ultimately genetic improvement of dairy cows. It has been learned that relevant government officials are committed and promised to install the machines and made operational in shorter time to achieve the designed objective.

Under *output 2* (*Increased Cow Dairy Development at the four Agro - Industrial Parks*) the achievements recorded include: 8 model milk collection centers in pilot Integrated Agro-Industrial Zones were identified and supported; 400,000 doses of reproductive hormones was procured and distributed to 4 project regions; the project procured modern and high quality equipment, machines and cold chain tracks (6 lacto scans, 6 milk chillers, and 4 cold chain trucks) and distributed to project woredas in four regions; trained 30 cooperative management members (12 females); 149 DAs and experts (48 Females) trained on dairy husbandry and dairy value chains; and supported mass synchronization campaign in the four agro-industrial park areas. As a result of the above supports, the model milk collection centres/cooperatives were able to better support members supplying milk on how to improve milk production and keep quality; the cooperatives attained capacity to better manage and aggregate milk supplied from member producers, keep milk quality and handle transportation to Agro-processing industries and related firms. As a result of the new approach synchronization campaign of AI service, about 19,963 cows were injected with reproductive hormone and 17,203 cows were artificially inseminated, and a total of 18,688 farmers (2,640 females) were benefited. Reportsindicate that these beneficiaries have obtained about 8,000 hybrid dairy calves in two round campaigns. Some individual women (7) and male (3) consulted during the evaluation confirmed that they got very vigour cross-bred dairy calves from the system compared to the previous normal AI service practices; some of the first round borne and aged 17 months calves have conceived and pregnant at this time. It has been learned from the participating cooperative management members that their skills and knowledge have been improved and enabled them to properly manage, aggregate and handle milk supplied from producer. Further, their execution and management capacity has well elevated related to previous situation. It has been confirmed that the skill and knowledge of trained DAs have improved compared to earlier situation. It has been learned that they have gained knowledge and techniques that help them to carry on improved dairy management and increase dairy production and productivity.

*Output 3* (*Improved Poultry Development at the four Agro - Industrial Parks*) performance achievements include: the project procuredan incubator with setter that has a capacity of hatching 19,200 eggs was procured and provided to Pawe chicken multiplication centre, which has been installed, functional, and practical training on hatchery provided. In addition, equipment, feeder and waterer were provided to Pawe, Gambella and Oromia chicken multiplication centres (4 government multiplication centres in Oromia region). These multiplication centres were supported with training on poultry bio-security; trained 56 (12 Female) regional and zonal experts on poultry value chain development and 82 village experts (16 females) on poultry husbandry and health care system.The achievement of this targeted indicator is 100%.As a result of the provision of hatchery incubator, equipment, and related materials as well as skill training, it has been confirmed that the capacity of hatching and distribution of chicken has increased by more than six folds, i.e. increased from hatching capacity of 3,000 eggs at start of project (June, 2017) to 19,000 eggs at end of June, 2020. National level implementing partners consulted during the assessment explained that beneficiary households, particularly women households were better accessed to hybrid chicken (1 day or 3 months age) than before. Some women households also got access to take eggs from multiplication cetres and hatch them at home using local hens as incubator. It has also learned that the skill training has improved execution capacity of participated experts. However, the results obtained in this category cannot be confirmed at field level due security problems created in Oromia region (unable to reach Fiche Poultry Multiplication centre) and COVID-19 travel restriction to more project regions.

Achievements of *output 4* (*Enhanced meat (cattle, sheep, goat) development at four Agro - Industrial Park*) include: procured 42 feed processing machines (mixer, tanker and molder) and provided to organized youth, cooperatives and private firms; trained 140 smallholder farmers and experts (38 F) on improved fattening program; and identified and disseminated five best practice sharing documents. Although the operation of the feed processing machines are at initial stage, they are expected to produce hygienic feed best suited to beef, sheep and goats being under fattening program and ultimately enabled to produce appropriately fattened beef, sheep and goats. Although not tested and quantified at field level due to COVID-19 limitations, it has been confirmed from national level implementing partners that income of organized youth and private individuals involved in fattening businesses. Further, the training has enabled trainees share experiences existing in their respective regions through interactive sessions. The trainees have improved their skill and knowledge on the principles, practical and execution of meat and fattening development works.

The achievements of *Output 1* (*policy, regulatory and institutional capacity (output1) of the livestock sector strengthened*), *Output 2(Increased Cow Dairy Development at the four Agro - Industrial Parks) and Output 3 (Improved Poultry Development at the four Agro - Industrial Parks) were assessed as highly Satisfactory) while output 4(Enhanced meat (cattle, sheep, goat) development at four Agro - Industrial Park has been rated as satisfactory.*

In summary, the overall effectiveness of the project has been rated as *highly satisfactory*, which show that the intended objective of the project has been achieved.

The project terminal evaluation revealed that project resources were targeted on appropriate interventions that enable to achieve the intended results and were implemented efficiently. The project budget utilization performance reports show that budget utilization was much better during2018 and 2019 when most of the physical targets including procurement of equipment and machines were performed. The high performance of financial utilization on planned targets indicates efficiency of the project. It has been confirmed from project stakeholders planned budgets were disbursed to implementing partners based on annual work and budget plans, which reveals timely delivery of required inputs and financial resources. The overall project effectiveness to project cost ratio /financial utilization rate of the project has been calculated to be ***1.003***, shows effectiveness per unit of cost. In general, *the efficiency of the project has been rated as highly satisfactory.*

In terms of *impact on institutional and organizational capacity development,* the project has contributed to improved institutional execution capacity of institutions involved in the skill and knowledge development in areas dairy, livestock genetic improvement, poultry production and management, and meat value chain development.

Furthermore, the genetic improvement interventions through mass synchronization approach of cross-breeding dairy cows at household level has brought significant *change or impact* in having vigor and improved cross-bred calves thereby increasing their income. The modern equipment and machines provided to institutions and cooperatives have brought significant change or improvement to produce best quality products in required quantities among those beneficiary organizations engaged in the livestock value chain business, although some of them were not installed and functional yet.

In terms of *Economic and Social Impacts on Livelihood of Local Beneficiaries*, although it seems premature to think of impact at this level (as most of the project activities were completed recently and some of the equipment and machines put in place are not yet installed and made operational), this evaluation tried to generate some worthy and promising impacts observed at this stage.

The beneficiaries of the new genetic improvement through mass synchronization of dairy cows were able get very vigor cross-bred calves. A total of 17,203 cows were artificially inseminated; 18,688 households (2,640 females) were benefited from the newly designed services of mass synchronization campaign, and 8,000 cross-bred dairy calves were born in two round campaigns. It has been confirmed that most of the inseminated cows during the campaign have conceived and gave to birth compared to previous normal practices and some calves obtained through the process have conceived at age of 17 months and become pregnant as second generation result. Some beneficiaries, for example Ato Kabiso Shoke who inseminated two cows and obtained two calves (1 male and 1 female), sold the male calve and able construct improved house as well as educate children with the income obtained. It has been confirmed that the improved calve obtained through the process costs ETB 35,000.00 while unimproved local calve costs ETB 13,000.00, which shows an additional income of ETB 22,000.00 due to the intervention. With the additional income, he was able construct new residence house and educate children.

The project support provided to organized youth and private feedlot developers has increased their income from fattening activities carried out in project woredas, which needs further assessment at field level. The big capacity hatcheries installed and made functional at Pawe areas with project support has increased the number of chicken distributed to household beneficiaries by six folds, i.e. from initial capacity of hatching 3,000 eggs at start of project (June, 2017) to 19,000 eggs at end of June, 2020. However, the milk chilling machines distributed to milk collection and marketing cooperatives are not installed yet, it is premature to estimate the impacts intended to be achieved. In general, the impacts described above and expected in the future have been assessed as *satisfactory*.

The sustainability of the livestock development and transformation project is rated as *satisfactory*, as government is highly committed to own the achievements of the project, the implementing partners and local community organizations (cooperatives and organized youth groups) are institutionally willing and committed to takeover project results, and the economic and financial soundness of government and local community concerned. However, some of the project activities need further support to ensure sustainability.

It has also been assessed that the project has *integrated gender equality* and *capacity development* issues into project outputs during project design, implementation and monitoring phases. It has been confirmed that women have benefitted from all outputs of the project. Specifically, about 2,640 women were benefitted from the new approach AI services in which all gained vigor hybrid dairy calves. In addition, women have benefitted from skill development trainings which include: 34 women trained on result based management; 12 female coop management members trained on milk management and handling; 48 female DAs trained and built skill and knowledge on dairy production, productivity and marketing; 28 female experts based at regional, zonal, woreda and village levels trained and gained capacity on poultry husbandry and health; 38 female experts and smallholder farmer households trained on improved fattening systems.

Regarding capacity development, capacity development trainings, the skill and knowledge of the participants have improved compared to previous situation. Further, the execution capacities of the trainees have been improved. This has been confirmed by the officials and trainees consulted during the assessment conducted at national, woreda and project sites levels.

However, there is no data or information that indicates integration of *environmental factor* into project outputs and activities.

## Recommendations

***Recommendation 1*:-***Need to design a project with sufficient implementation timeframe and funding resources*:- The current project under evaluation lacks sufficient implementation timeframe carry out interventions and reach up to intended outcomes are achieved, it was framed to be completed within three (3) years only which will not enable to see the outcomes within such shot timeframe. In addition, the project has limited funding resources which limited to deal with few interventions and area coverage. Therefore, in future project design should ensure sufficient implementation timeframe (at least 5 years) and funding resources are available.

***Recommendation 2****:- Strong partnership need to be included during project design*:- The current project under evaluation was designed and agreed to compose FAO and ILRI as project partner organizations to technically and financially support implementation of the project. however, FAO and IRLI have withdrawn from being partnership of the project. only UNDP with technical and financial support and MoA (Livestock Development Sector) continued with the implementation of the project. Therefore, potential development partners that have technical and funancial resources should be identified and sign MoU that show their comittment beforelaunching the project.

***Recommendation 3****:- There are still some pending conditions that need to be addressed****:*** The milk processing equipment, machines and accessories put in place for milk collection by cooperatives in Shashemane and Aleta Wondo woredas as well as feed mixer wagon machine and generator put in place at Holeta Nucleolus Herd Centers were not yet installed and made operational. The project should, therefore, allocate resources and install the machines and equipment and made them operational so as to achieve desired results and impacts. Further practical training to operators on how to operate the relevant machines should be conducted. In view of these outstanding works, the project should extend for a minimum of ***six (6) months*** to complete these outstanding key works. To realize this, UNDP should explore and allocate the required funding and manpower as per earlier practices.

***Recommendation 4****:- Scaling up best practices and lessons learned to more regions and woredas as Phase II of the same project:-* Best practices and lessons learned show that the project recorded outstanding achievements due to the fact that the project design was appropriate via involving relevant stakeholders, integrated approach followed from federal to local levels in which implementing partners such as the Livestock Sector of MoA, National Genetic Improvement Institute, Federal Cooperative Agency and their decentralized structures up to local level work in collaboration. Joint project planning and monitoring practices and implementation with existing government structures have brought breakthrough in dairy, genetic improvement in dairy cattle and poultry development subsectors. However, the coverage such interventions were limited to few regions and woredas. To bring measureable achievements in livestock sector development and transformation, the best practices and lessons learned from the project on way termination should be scaled up and covered untouched regions and woredas that have high livestock resource base. From the best practices and lessons learned from the project, project redesign as second phase becomes important. In the redesign exercise, the interventions should to be planned should focus on dairy, genetic improvement, poultry development, and meat value chain development. Dairy should focus near peri urban areas such as Mekele, Dessie, Debrebrihan, Fitche (Chancho, Sululta, and Holeta), Nekempte, Jimma, Hawasa, Assela and Dire Dawa areas where milk production and demand is promising. Livestock genetic improvement should also focus on these areas. Poultry value chain support should focus in all relevant regions as all households practice poultry production. The meat value chain should give special attention to pastoral areas of Borena, South Omo, Somali and Gambella areas through feedlot development by organized youth and women as well as private developers to encourage fattening practices that could be delivered to existing Government Agro-Processing Industries, private meat processors and even feed to exporters live animals.

As per earlier practice, the interventions to be planned should give focus to gender equality and women empowerment (benefits) including youth should be addressed. Further, environmental issues should be given due attention in any future interventions to be designed.

In order to realize this, UNDP should search potential partners that collaborate and commit to support in funding. In terms of implementation arrangement and monitoring approach, the lesson learned from this terminating project could be fully applied.

# ANNEXES

## Annex 1: Terminal Evaluation TOR

**General Information**

**Services/Work Description:** **Terminal evaluation Enhancing National Capacity for Livestock Sector Development and Transformation**

**Project/Program Title:** Enhancing National Capacity for Livestock Sector Development and Transformation

**Duty Station:** Addis Ababa

**Type of the Contract: National Consultant**

**Duration:** 40 working Days

**Expected Start Date:**

**Background**

UNDP’s programme on Enhancing National Capacity for Livestock Sector Development and Transformation has focused on change in the scale, quality, diversity and socio-economic benefits of the nation’s livestock sector. The purpose was to contribute to livelihoods improvement, build resilience, diversification and enhance local employment opportunities. The project was instrumental in building national capacities for livestock development Programme focus was also on key livestock value chains for poultry, red meat, milk, and crossbred dairy cows. The programme encompassed cross-cutting activities, (animal health, animal feed, animal genetic as well as policy and regulatory related issues) pertinent for production and productivity enhancement and facilitation of agribusiness linkages along the livestock commodity value chain. The programme implementation was collaborative and inclusive involving federal and regional public institutions and local communities.

The Ministry of Agriculture and Livestock Resources is the primary project implementing entity for this project. The project is funded by UNDP Ethiopia Country Office (CO) core resources. UNDP takes the role of administering the project fund as well as in providing demand driven technical assistance and capacity building support to the Ministry. The CO also provides quality assurance support to the project and monitors achievement of agreed results indicated in the annual work plans.

**Terminal Evaluation Objectives**

The main objective of the terminal evaluation is to review the implementation of the project interventions and achievement of results starting from its initial period (2017) so as to: (1) measure the performance of the project; and, (2) draw lessons to inform overall CO programming. Overall progress of the project should be reviewed with a focus on each of the project pillars. The evaluation should independently assess the criteria of relevance, effectiveness, efficiency, sustainability and impact. Specifically:

**Effectiveness refers to:**

Whether the project intervention achieved the expected output and immediate outcomes and made progress towards the intermediate outcomes

Whether there are any unintended results, either positive or negative observed

**Efficiency refers to:**

How economically are resources/inputs (funds, expertise, time, etc.) converted to outputs

Whether outputs achieved on time and on budget

**Sustainability refers to:**

What is the likelihood that results/benefits will continue after the closure of the project?

Are there committed financial and human resources to maintain benefits and results

Is the external environment conducive to the maintenance of results?

**Impact refers to**

Extent to which the project is achieving impacts or progressing towards the achievement of impacts

**Scope of Work**

The terminal evaluation will cover all interventions of the project planned to be implemented during the period 2017 to date. In doing so, the evaluation should assess the integration of gender equality, environment and capacity development as cross-cutting themes as well as evaluate partnership endeavors. The evaluation should also identify key lessons and propose recommendations to enhance technical and financial performance for future similar interventions. The evaluator is expected to follow a participatory and consultative approach ensuring close engagement with all government counterparts, in particular MoA, UNDP Country Office, project team, as well as government affiliated institutions such as National Genetic Improvement Institute, Holeta Nucleuses Herd Center, Pawi Poultry Multiplication Center. The terminal evaluation will be undertaken by **1 national consultant**.

**Evaluation Methodology**

The evaluation must provide evidence‐based information that is credible, reliable and useful. The consultant should come up with appropriate evaluation approach and method to adequately meet the objective and fits to the scope of the terminal evaluation. The evaluator will review all relevant sources of information, such as the project document, project reports – including annual progress reports, project budget revisions, national strategic and legal documents, and any other materials that the evaluator considers useful for this evidence-based assessment. The evaluator is expected to conduct a field mission to selected project sites in the regions where the programme is operational (Amhara, Tigray, SNNP and Oromia). The overall framework of the evaluation exercise is supposed to pass the following four major phases: (1) preparatory phase (desk phase); (2) data collection phase; (3) consolidation of information and report writing and (4) validation of findings through stakeholder workshop.

**Accountability and Responsibility**

The specific duties of the consultant will include the following but not limited to:

Prepare a work plan/inception report showing the data collection tools and lay-out of the report as well as a clear schedule of activities to be approved by MoA and UNDP

Design and employ gender sensitive data collection instruments with all stakeholders in Addis Ababa and the specified regions where most of the outputs are implemented

Prepare the evaluation report

Facilitate validation workshop to get comments from relevant stakeholders to enrich and finalize the report

**Deliverables and Timeframe**

The consultancy assignment shall be completed in a total of 40 working days as per the following time frame.

|  |  |  |
| --- | --- | --- |
| **No.** | **Main Deliverables** | **Working Days Assigned** |
| 1. | Preparation of work plan, outline and submission of inception report | 5 |
| 2. | Review of all project documents, annual work plans, and reports | 5 |
| 3. | Interview and consultations with all stakeholders in Addis Ababa and the regions as well as field level data collection | 15 |
| 5. | Organizing and analyzing data, preparation and submission of draft evaluation report | 5 |
| 6 | Review of the first draft report | 5 |
| 7 | Organize validation workshop | 1 |
| 8. | Incorporate comments and submit final evaluation report | 4 |

**Consultant qualification criteria (International)**

The evaluator selected should not have participated in the project preparation and/or implementation and should not have conflict of interest with project related activities.

The consultant must present the following qualifications:

**Technical Competency**

Master’s Degree or above in Economics, Animal Science, or related development studies, social science fields

Minimum 10 years of relevant professional experience

Knowledge of the value chain development and private investment framework and practices

Knowledge of the agricultural cooperative sector

Knowledge of gender issues in livestock sectorand specific project areas

Knowledge in undertaking process oriented programme evaluation

Previous experience with results‐based monitoring and evaluation methodologies

Knowledge of UNDP programming approaches is desirable

**Functional Competencies**

Outstanding communication skills in English

Positive and constructive approaches to work with energy

Demonstrate openness to change and ability to receive and integrate feedback

Excellent written and verbal communication skills

Strong time management and meet established timelines.

**Language and Other Skills**

Excellent knowledge of English, including the ability to write reports clearly and concisely and to set out a coherent argument in presentation and group interactions

Capacity to facilitate and communicate with different stakeholders

Computer skills: full command of Microsoft applications (word, excel, PowerPoint) and common internet applications

**CRITERIA FOR SELECTING THE BEST OFFER**

Upon the advertisement of the procurement notice, qualified individual consultant is expected to submit both technical and financial proposals. Accordingly, individual consultants will be evaluated based on cumulative analysis as per the following scenario:

Responsive/compliant/acceptable, and

Having received the highest score out of a pre-determined set of weighted technical and financial criteria specific to the solicitation. In this regard, the respective weight of the proposals are:

Technical Criteria weight is **70%**

Financial Criteria weight is **30%**

|  |  |  |  |
| --- | --- | --- | --- |
| **Criteria** | | **Weight** | **Max. Point** |
| **Technical Competence (based on CV, Proposal and interview (if required))** | | **70%** | 100 |
| Criteria a. Educational relevance: close fit to post | |  | 10 pts |
| Criteria b. Understanding the scope of work and organization of the proposal | |  | 50 pts |
| Criteria c. Experience of similar assignment | |  | 30 pts |
| Criteria d. Previous work experience in Africa/ Ethiopia | |  | 10 pts |
| **Financial (Lower Offer/Offer\*100)** | | **30%** | 30 |
| **Total Score** | **Technical Score \* 70% + Financial Score \* 30%** | | |

**PAYMENT MILESTONES AND AUTHORITY**

The prospective consultant will indicate the cost of services for each deliverable in US dollars **all-inclusive[[6]](#footnote-7)lump-sum contract amount** when applying for this consultancy. The consultant will be paid only after approving authority confirms the successful completion of each deliverable as stipulated hereunder.

The qualified consultant shall receive his/her lump sum service fees upon certification of the completed tasks satisfactorily, as per the following payment schedule:

| **Installment of Payment/ Period** | **Deliverables or Documents to be Delivered** | **Approval should be obtained** | **Percentage of Payment** |
| --- | --- | --- | --- |
| 1st instalment | Upon submission and approval of inception Report | UNDP CO | 20% |
| 2nd instalment | Following submission and approval of the 1st draft terminal evaluation report | “ | 30% |
| 3rd instalment | Following submission and approval of the final terminal evaluation report | “ | 50% |

**Confidentiality and Proprietary Interests**

The consulting individual shall not either during the term or after termination of the assignment, disclose any proprietary or confidential information related to the consultancy service without prior written consent. Proprietary interests on all materials and documents prepared by the consulting firm under the assignments shall become and remain projects/property of DFATD.

## Annex 2: List of documents reviewed

1. Program document, Enhancing national capacities for livestock sector development and transformation program,
2. Minutes of LPAC meeting: Enhancing national capacities for livestock sector development and transformation program,
3. Annual Work Plan, Jan 2018 – Dec. 2018,
4. AWP, Jan. 2019 – June 2020,
5. Progress Report, July – Dec. 2017,
6. Bi-annual Performance Report, January 1st – June 30, 2018,
7. Annual Performance Report, Jan. 1 – Dec. 31, 2018,
8. Bi-annual Performance Report, January 1st – June 30, 2019,
9. 2ndBi annual Performance Report, June 1st –Dec 31st, 2019,
10. Summary report of the output verification mission to SNNPR [6 – 18 June 2019],
11. Project budget transfer, disbursement and utilization documents,
12. Chianca, T., 2008; The OECD/DAC Criteria for International Development Evaluations, Journal of Multi-Disciplinary Evaluation, Vol. 5; [*http*://evaluation.wmich.edu/jmde/](http://evaluation.wmich.edu/jmde/)
13. IEO, 2019; UNDP Evaluation Guideline; Independent Evaluation Office, United Nations Development Programme; <http://www.undp.org/evaluation>

## Annex 3: List of Officials and Persons Contacted

| **No.** | **Name** | **Position** | **Organization** | **Address** |
| --- | --- | --- | --- | --- |
| 1 | Selamawit Alebachew | Program Specialist | UNDP |  |
| 2 | Atnafu W/Gebriel | Project Coordinator | UNDP |  |
| 3 | Tsigereda Fikadu | Director, Poultry Directorate | Livestock Sector, MoA | Addis Ababa |
| 4 | Eyob Alemu | Representative, Meat, Hides and Skin Directorate | Livestock Sector, MoA | ,, |
| 5 | Kebeki Urga | Meat Expert | ,, | ,, |
| 6 | Abera Abere | Meat Expert | ,, | ,, |
| 7 | Asmelash Berehe | Director, Dairy Directorate | ,, | ,, |
| 8 | Sagni Chemeda | Dairy Expert | ,, | ,, |
| 9 | Zena | Director, PMED | MoA | ,, |
| 10 | Dr Fikire Ragasa | State Minister, Livestoch Sector | ,, | ,, |
| 11 | Andualem Afework | Agro-Processing Expert | Federal Cooperative Agency | ,, |
| 12 | Dr, Esayas Tesema | Vice Director General | National Genetic Improvement Institute | ,, |
| 13 | Dr. Bula Agegnehu | Director, Genetic Improvement Directorate | ,, | ,, |
| 14 | Simachew Belete | Former Head | Holeta Nucleolus Centre | Holeta |
| 15 | Megersa Demisse | Head | Shashemene Woreda Livestock Agency | Shashemene |
| 16 | Gemeda Beleke | Team Leader | ,, ,, | ,, |
| 17 | Desta Jambo | AI Technician | ,, ,, | ,, |
| 18 | Amina Aba Temam | DA | ,, ,, | ,, |
| 19 | Eniyehu Fante | Chairman | Biftu Milk Marketing Cooperative | Shashemene |
| 20 | Tsegaye Mulualem | V/Chairman | ,, | ,, |
| 21 | Gizachew Engida | Committee member | ,, | ,, |
| 22 | Kebede Motuma | Committee member | ,, | ,, |
| 23 | Girma H/Mariam | Secretary | ,, | ,, |
| 24 | Masesha Lema | Treasurer | ,, | ,, |
| 25 | Messay Tesfaye | Control Com. Secretary | ,, | ,, |
| 26 | W/o Desi G/Silassie | Beneficiary Househol (AI Service) | Ilala Korkie Kebele | Shashemene Woreda |
| 27 | W/o Shegitu Gelato | ,, ,, | ,, ,, | ,, |
| 28 | W/o Ayelech Mirkano | Non-beneficiary household | ,, ,, | ,, |
| 29 | Dr. Million Yote | Head | Dale Woreda Livestock Office | Yirgalem |
| 30 | Behailu W/Mariam | Vice Head | ,, ,, ,, | ,, |
| 31 | Tena’e Kiya | Beneficiary HH (AI Ser.) | ,, ,, ,, | Bera Tedicho Kebele |
| 32 | Kabiso Shoke | Beneficiary HH (AI Ser.) | ,, ,, ,, | ,, ,, |
| 33 | Shiferaw Butusha | Animal production Expert | Dale Woreda Livestock Office | Bera Tedich Kebele |
| 34 | Adeferis Debebe | ,, ,, | ,, ,, | ,, ,, |
| 35 | Solomon Borsana | Woreda breed improvement expert | ,, ,, | Yirgalem |
| 36 | Degfe Andarge | Chairman | Elento Milk Producer & Marketing Cooperative | Elento Kebele |
| 37 | Belayneh Galana | V/Chairman | ,, ,, ,, | ,, ,, |
| 38 | Mebratu Ne’era | Secretary | ,, ,, ,, | ,, ,, |
| 39 | Abraham Mukasha | Treasurer | ,, ,, ,, | ,, ,, |
| 40 | Fesiha Tungela | Accountant | ,, ,, ,, | ,, ,, |
| 41 | Argeta Gujo | Control Committee | ,, ,, ,, | ,, ,, |
| 42 | Asefa Dasa | Milk Supplier HH | ,, ,, ,, | ,, ,, |
| 43 | W/o Zeritu Sisay | Milk Supplier and Syncho beneficiary HH | ,, ,, ,, | ,, ,, |
| 44 | W/o Tikikil Bogale | Milk supplier HH | ,, ,, ,, | ,, ,, |
| 45 | Markos Melkato | Head | Aleta Wondo Woreda Livestock Office | Aleta Wondo |
| 46 | Aweke Bika | V/Head and extension coordinator | ,, ,, ,, | ,, ,, |
| 47 | Simon Boroda | AI Technician | ,, ,, ,, | ,, ,, |

## Annex 4: Tentative Itinerary of field visits to project sites and stakeholder consultation

| **Date** | **Time** | **Duties** | **Places** |
| --- | --- | --- | --- |
| June 29, 2020 | 6:00 – 10:30 AM | Travel to Shahemene | Shahemene area |
|  | 11:30 – 12:30 AM | Visit and discuss with Shashamane Woreda Livestock Agency on project activities | ,, |
|  | 2:00 – 3:00 AM | Visit Biftu milk collection centre and discuss with cooperative management committee members | ,, |
|  | 3:30 – 4:30 PM | Conduct focus group discussion with AI beneficiaries | Shahemene area |
|  | 4:30 – 6:00 PM | Travel to Shashemene | Pass night at Shashemene |
| June 30, 2020 | 6:00 - 11:00 AM | Travel to Yirgalem | Yirgalem Area |
|  | 11:00 – 12:00 AM | Contact and discuss with woreda livestock agency on AI activities | ,, |
|  | 12:00 – 1:30 PM | Lunch at Yirgalem | ,, |
|  | 1:30 - 3:00 | Discussion with beneficiary representatives | Beneficiary Kebeles in Yirgalem Woreda |
|  | 3:00 – 6:00 PM | Travel to Hawassa | Pass night at Hawassa |
| July 01, 2020 | 6:30 – 8:30 AM | Travel to Aleta Wondo | Aleta Wondo Area |
|  | 8:30 – 9:30 AM | Visit Sidama Alento milk collection centre; | ,, |
| 9:30 – 11:00 AM | Conduct discussion with beneficiary representatives | ,, |
|  | 11:00 – 1:30 PM | Travel to Hawasa | Lunch at Hawassa |
|  | 1:30 – 5:00 PM | Travel to Assela | Pass night at Assela |
| July 02, 2020 | 9:00 – 10:00 AM | Consult relevant woreda Livestock agency | Assela area |
| 10:0 – 11:30 AM | Conduct focus group discussion with beneficiaries/ | ,, |
|  | Visit to Asela Milk Collection Center |  |
| 11:30 – 12:30 AM | Lunch at Assela | ,, |
| 12:30 – 4:00 PM | Travel to Addis Ababa | Pass night at Addis Ababa |
| July 03, 2020 | 7:00 - 8:30 AM | Travel to Holeta | Holeta area |
|  | 8:30 – 9:30 AM | Visit and observe procured Mixer Wagon and Stand by Generator for nucleolus centre | ,, |
|  | 9:30 - 10:30 AM | Conduct discussion with Centre Official on nucleolus activities | ,, |
|  | 10:30 AM – 2:30 PM | Travel to Fitche and serve lunch at Fitche | Fitche area |
|  | 2:30 – 3:30 PM | Visit Poultry Multiplication center and discuss with concerned officials | ,, |
|  | 3:30 – 5:00 PM | Conduct focus group discussion with beneficiary representatives | ,, |
|  | 5:00 – 6:00 PM | Travel to Fitche | Pass night at Fitche |
| July 04, 2020 | 6:00 – 11:00 AM | Travel back to Addis Ababa | End of field visit |

Note: Duties scheduled to be carried out from July 02 – 04, 2020 were not done due security restrictions in Oromia region.

## Annex 5: Review and rating of project achievements, July 2017 - June 2020

| **Output /Components and indicators** | **Baseline** | **Target for end of project** | **Current status of Achievements** | | **% achievements** | |
| --- | --- | --- | --- | --- | --- | --- |
| ***Output1*: Policy, regulatory and institutional capacity strengthened for increased meat, dairy and poultry production** | | | | |  | |
| ***Indicator 1.1:*** Rehabilitate Nucleolus herd center (Holeta) | Limited capacity of equipment and facility | Generator and mixer wagon procured and installed | Generator procured and pending for installation. Mixer wagon procured and delivered to Holeta Nucleolus Centre. Installation of chillers and lacto scan going on. | | 90 | |
| ***Indicator 1.2***: No. of studies on market integration value chain analysis | No study on market integration and value chains | Study on market integration and value chain analysis conducted for three integrated agro industries | Conducted and documented study on dairy and meat value chain and market integration analysis | | 100 | |
| ***Indicator 1.3:*** No. of experts trained on result based management and balanced score card and program M & E | Limited capacity in result based management and program M&E | 200 experts (30% women) trained in result based management, balance score cards, and program M&E. | 176 staff members (54 females) trained and acquired basic skill and knowledge on result based management. | | 88 | |
| ***Indicator 1.4*:** No. of M&E framework document developed | No Comprehensive M&E Framework at MoA | **1** Monitoring & Evaluation Framework document developed | **1** Monitoring & Evaluation Framework document developed and put in place | | 100 | |
| ***Indicator 1.5:*** No. program coordinators placed | No Coordination Capacity | 1 program coordinator placed | 1 program coordinator placed | | 100 | |
| ***Average*** |  |  |  | | ***95.6*** | |
| ***Output 2. Increased Cow Dairy Development at the four Agro - Industrial Parks*** | | | | |  | |
| ***Indicator 2.1:*** Number of model milk collection centres established/strengthened | Limited model milk collection centres around four integrated agro-parks | **8 model** milk collection centres established/ strengthened; | Eight model milk collection centers in pilot Integrated Agro-Industrial Zones were identified and strengthened. | | 100 | |
| ***Indicator 2.2:*** No. of artificial insemination hormone dozes supplied for cross bred | Limited supply of artificial insemination for cross-breeding | 40,000 artificial insemination hormones dozes supplied for cross breed | Provided 40,000 doses of reproductive hormones and technically and financially supporting the mass synchronization campaign. | | 100 | |
| ***Indicator 2.3:*** No. of DAs trained in enhanced dairy production, productivity and value chain development | Limited knowledge of DAs in enhanced dairy production, productivity and value chain development | Trained 100 DAs on enhanced dairy production productivity and value chain development (30% female) | 149 DAs and experts (48 Females) were trained on dairy husbandry and dairy value chains. They are expected to acquaint farmers with improved dairy management knowledge and techniques that increases dairy production and productivity. | | 149 | |
| ***Indicator 2.4:*** Number of model milk collection centres capacitated/strengthened with equipment and training | Limited capacity of model milk collection centres around four integrated agro-parks in terms of equipment and chilling machines | 8 milk collection centres capacitated with provision of6 lacto scans, 6 milk chillers, and 4 cold chain truck;  32 (30% women) cooperative management members milk of trained | Milk collection centres supported with: 4 cold chain tracks, 6 milk chillers, and 6 lacto scans in 4 agro-industrial park areas.  30 (12females) milk cooperative management members were trained on milk collection and marketing and dairy value chain development. | | 90.0 | |
| ***Indicator 2.5:*** Support provided to mass synchronization campaign | Limited logistic and financial capacity to lead mass synchronization campaign | Masssynchronization campaign in the four agro-industrial park areas supported | Mass synchronization campaign supported to impact the genetic makeup of local dairy cows that would result in enhanced milk production and productivity in and around the four-pilot integrated agro industrial parks in Oromia, Amhara, Tigray and SNNP Regions. | | 100 | |
| ***Average*** |  |  |  | | **107.8** | |
| ***Output/Component 3. Improved Poultry Development at the four Agro - Industrial Parks*** | | | | |  | |
| ***Indicator 3.1:***No. of poultry multiplication centres strengthened/ supported | Limited access to parent stock by the government multiplication centres | 4 government poultry multiplication centres in Oromia and 2 in Pawe and Gambella supported with hatchery and related poultry equipment. | A high capacity hatchery and setter (hatch 19,200 eggs) procured and provided to Pawe and Gambella multiplication centres. 4 government multiplication centres in Oromia supported with equipment and training on poultry bio-security. | | 100 | |
| ***Indicator 3.2:*** No. of model FTCs strengthened on poultry development | Limited capacity of Model FTCs | 4 model FTCs identified and strengthened on poultry development | 4 FTCs in catchments of the four Integrated Agro Industrial Parks identified and supported with capacity building to use them as a model FTCs | | 100 | |
| ***Indicator 3.3***: No. of smallholder farmers with enhanced knowledge and skill on poultry production disaggregated by sex. |  | 100 smallholder farmers with enhanced knowledge and skill on poultry value chain development | Trained 56 (12 Female) regional and zonal experts on village chicken vaccination programme so as to enhance accesses to vaccination for rural farmers and decreases death of chicken by disease. | | 56 | |
| ***Indicator 3.4:*** No. of village experts trained on poultry value chain development | Limited capacity of village vaccinators | Provide skill development training on poultry value chain development | 82 participants (16 female) were trained on poultry husbandry. They acquired necessary knowledge on poultry management and health care. | | 100 | |
| ***Indicator 3.5:*** No. of poultry policy and biosecurity guideline developed | No or absence of biosecurity guideline | Poultry policy and biosecurity guideline developed | Poultry development policy and biosecurity guideline drafted and submitted for further review and approval. It would reduce mortality and take prevention measures by entrepreneurs and organizations engaged in poultry. | | 85 | |
| ***Indicator 3.6***: No. of documentary film produced and resource mobilization platforms held |  | 1 documentary film and 5 best practices sharing documentations produced and disseminated | A documentary video/film on production and consumption of poultry products was produced and ready for dissemination. The documentary film would popularize simple way of cooking and consuming chicken meat as opposed to the tedious, time, labor and energy consuming traditional method. | | 100 | |
| ***Total*** |  |  |  | | ***90.2*** | |
| ***Output 4. Enhanced meat (cattle, sheep, goat) development at four Agro - Industrial Park*** | | | | |  | |
| ***Indicator 4.1:*** No. of feedlots identified and strengthened | Limited capacity of feedlots in agro industrial areas | Established/rehabilitated four feedlot areas/centers | Studied and identifies feedlots around 4 pilot agro-industrial parks; 42 machines for feed processing (mixer, tanker and molder) provided to organized youth and private firms. | | 100 | |
| ***Indicator 4.2:*** Strengthened capacity of small holders and youths | Limited capacity of small holders and youth | Trained 140small holder farmers, youths (30% female) | 140 smallholder farmers and experts (38 F) drawn from 4 pilot agro industrial parks areas trained on improved fattening program. Training includes theoretical and practical training. | | 100 | |
| ***Indicator 4.3:*** No. Shades and related material provide to organized youth | No shades and related material with organized youth | Support organized youth with shades and related material required to support fattening program | Meat, Hides and Skin Directorate experts explained that the plan to support organized youth shades and related material was not successful and budget shifted to other activity[[7]](#footnote-8) | 30 | |
| ***Indicator 4.3:*** No. of best practice documentations produced and disseminated |  | 5 best practice documentations produced and disseminated | Identified and disseminated five best practices | | 100 | |
| ***Total*** |  |  |  | | ***82.5*** | |
| ***Overall achievement (%)*** |  |  |  | | ***94.0*** | |

1. Rated based on OECD/DAC standard rating criteria. [↑](#footnote-ref-2)
2. CSA, 2017; Agricultural sample survey 2016/17. [↑](#footnote-ref-3)
3. Highly Satisfactory (85 – 100%); Satisfactory (70 – 84.9%); Acceptable (50 – 69.9%), Unsatisfactory (30 – 49.9%); and Highly Unsatisfactory (below 30%). [↑](#footnote-ref-4)
4. Reported by officials and experts of Meat, Hides and Skin Directorate during consultation [↑](#footnote-ref-5)
5. Rated using four scoring (1-4) scale where: 1 = highly unsatisfactory; 2 = unsatisfactory; 3 = satisfactory; 4 = highly satisfactory [↑](#footnote-ref-6)
6. *The term “All inclusive” implies that all costs (professional fees, travel costs (international & local, field mission), living allowances, communications, consummables, etc.) that could possibly be incurred by the Contractor are already factored into the final amounts submitted in the proposal* [↑](#footnote-ref-7)
7. Reported by officials and experts of Meat, Hides and Skin Directorate during consultation [↑](#footnote-ref-8)