

PROJECT TRANSITION REPORT

Agricultural One-Stop Shops (AOSS)

June 2026



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List of Acronyms

ACC	Agricultural Commercialization Cluster
ATA	Agricultural Transformation Agency
AOSS	Agricultural One Stop Shop
ATI	Agricultural Transformation Institute
BDS	Business Development Service
B2B	Business to Business
CFSC	Commercial Farm Service Centre
DIM	Direct Input Market
DSM	Direct Seed Market
EFY	Ethiopian Fiscal Year
EAA	Ethiopian Agricultural Authority
ETB	Ethiopian Birr
DANIDA	Danish International Development Agency
DIM	Direct Input Marketing
DSM	Direct Seed Marketing
EAA	Ethiopian Agricultural Authority
HO	Head Office
HH	Household
ISGWIP	Integrated Shallow Ground Water Irrigation Project
MoA	Ministry of Agriculture
MoU	Memorandum of Understanding
MSMEs	Medium, Small and Micro Enterprises
NCE	No Cost Extension
NOC	National Oversight Committee
PPMO	Project Portfolio Management Office
RBoA	Regional Bureau of Agriculture
RNE	Royal Netherlands Embassy
SG	Sub-Grant
SHF	Smallholder Farmers
SMT	Senior Management Team
SNNPR	Southern Nation Nationalities and Peoples Region
SPO	Senior Project Officer

1. Introduction

The handover report is prepared pursuant to the project's exit strategy and subsequent Senior Management Team's (SMT's) direction on the revitalization of the work of the Agricultural Transformation Institute (ATI). The document is meant to be a final and public account of ATI's role, to date, in the project in question. As a final Project Transition Report, this document is meant to summarize the key activities of the project in a transparent, accurate, and complete manner. It also captures the insights and learnings from the project team members acquired during project implementation. In doing so, the intent is that it will serve as a platform to share knowledge from the project team with others who are interested in what was done and was learned.

1.1 *Background of the Project*

Agriculture is the foundation of the Ethiopian economy and the country's most promising resource. Many other economic activities are also dependent on it. The use of agricultural inputs is fundamental in modern agriculture and farm activities play vital roles to increase SHFs' income and ensure food security. Despite the potential, agricultural productivity in the country has been low and overwhelmingly of a subsistence nature, due to limited use of agricultural inputs, inflated cost, inferior quality, weak engagement of the private sector, and widespread illegal inputs market.

To this end, developing an efficient input market system has been vital to ensure that SHFs have access to high quality input in proximity, at the right time, at an affordable price and with advisory services which are key enablers for increased adoption and utilization. Moreover, removing input related constraints is critical as it can help farmers to produce for the market. Despite its potential, agricultural production has been low and overwhelmingly of a subsistence nature, largely due to limited use of agricultural inputs, high cost, poor quality, weak engagement of the private sector, and widespread illegal inputs market.

The Agricultural Transformation Institute was mandated to identify systemic constraints in agricultural development through conducting studies and recommending solutions and pilot prioritized innovative solutions to enhance agricultural productivity and ensure sustainability. It has designed and implemented various innovative projects including Direct Seed Marketing (DSM), Direct Input Marketing (DIM) and Commercial Farm Service Project (CFSP) to address the constraints. Later, taking lessons from these and other similar interventions, the ATI introduced the Agricultural One Stop Shop (AOSS) project with the objective of providing sufficient agricultural inputs and services for smallholders' farmers in proximity, at the right time, in a competitive price and with good quality. The project was designed to consolidate existing retail model to create a consistent and quick path to network scale-up - 300 ACC and 11-non-ACC woredas in seven main agricultural regions: Oromia, Amhara, Tigray, Sidama, Southwest, South and Central Ethiopia.

The primary objective of the AOSS project was to standardize and establish market oriented agricultural inputs and services delivery system to enhance SHFs productivity, food security and household income across the ACC woredas. The terminal report provides a comprehensive review project period achievements against the initial targets, critical insights gained from the project participants and stakeholders, and document operational lessons learned

2. Project Profile

2.1 Basic details

Dates	Planned start date:	18 July 2018	Actual start date:	01 January 2019
	Planned end date:	30 June 2023	Actual end date:	30 June 2025
Goal	Improve smallholders' productivity, food security and income through the development of sustainable, private sector driven agricultural input supply and service centers			
Expected Outcomes and Outputs ¹	Outcome 1: Improved SHF's access to inputs/ extension and financial services. - Output 1.1: Establish input market system through AOSS Outlets - Output 1.2: Improve the capacity of Input Market System Operators - Output 1.3: create an enabling environment for operators to ensure sustainable operation Outcome 2: Increase job creation in agriculture - Output 2.1 Improve women & youth engagement in agriculture			
Targeted Beneficiaries	The primary targets are smallholder farmers residing in AOSS/ACC Woredas. In doing so, the project involves the private sector to create an efficient input market system for improved access to agricultural input and services.			
Targeted Geographies	ACC/AOSS 300 +11 woredas: The project was designed to function primarily in ACC woredas and in a few selected non-ACC woredas located in seven regions (Oromia, Amhara, Tigray, Sidama, Central Ethiopia, South Ethiopia, and Southwestern Ethiopia)			
Names of all key staff, titles, and contact details	Crop Specialist – Project Officer II: Mulu Assefa, Zerihun Misgana, Tesfay Kiros, Abiot Mekonnen; Yeshiwas Assefa Livestock Specialist – Project Officer II: Girma Zeleke (DVM), Haileyesus Abate; Dereje Tolosa (DVM) SPO-I, Business Development: Fisehatsion Kebede (Tigray), Lemlemneh Zekarias (SNNPR); Asamenew Shimeles (HQ) Team Lead I: Asamenew Shimeles; Simachew Mekonnen			
Key Partners	MoA, EAA, RBoA (Target Regions)			
Project Budget	Planned Budget	\$10,695,450 ETB 331,558,960 (Base-year Value)	Actual Expenditure:	\$8,556,360 released out of \$9,330,00 Sub-Grant Budget
Main Funders	DANIDA, RNE			

DANIDA: Danish International Development Agency, **RNE:** Royal Netherlands Embassy

¹ Should match Results Framework, including any impact indicators

2.2 Summary of Overall Performance

Overall, the project was successful in terms of addressing major systemic bottlenecks in the agricultural input supply service system and contributed to significant reduction in time, money and labor of the households and reduced bureaucratic and long chains of procedures in agricultural input and marketing. This has been accomplished through availing all inputs in one shop which, in turn, is an innovation introduced through the project.

First, the project has contributed and aligned to ATI's mandate to identify systemic constraints of agricultural development and to mandate and lead the implementation of specific solutions as projects. The project has focused on providing a private sector driven sustainable solution for improved access and utilization of agricultural inputs. The design and adoption of the AOSS model ensured consistently with national policies and strategies, as it is an important strategy towards ensuring private investments' participation in the agricultural sector. This enabled coordination, linkage and strong government support throughout the project's implementation phases thereby creating a conducive working environment for AOSS operators. The MoA, which bears the central responsibility for registration and licensing of input supply and service provision, has endorsed two legal directives related to AOSSs' operations.

Secondly, based on an external evaluation report, the project has performed better in providing the required quantity of inputs within an acceptable period while quality and affordability of inputs mentioned to be areas of improvement. Self-finance AOSSs witness a clear mind-shift in terms of new professional business and engagement in community-based solutions to systemic challenges. AOSSs have been also playing a significant role inputs supply and distribution even in times of critical peace and security challenges, under critical shortage and affordability constraints. Private AOSSs are widely accepted by the farming communities due to their more transparent, accessibility beyond working hours, flexibility, and visible to the communities.

Thirdly, based on the mid-term evaluation report, it is found out that the project's innovative marketing mechanism has contributed to improving the utilization rates, cost reduction and increasing number of adopters thereby directly contributing to improved productivity, income, and food security. Furthermore, the overall development objectives set out for design remain highly relevant, given the high demand for affordable and quality agricultural inputs in adequate quantity. The specific objectives have been relevant in terms of expanding access, adoption, inclusion, institutional development, enhancing capacity of AOSSs, and in improving wellbeing (productivity, food security and income). Therefore, there is an indication that the efforts of integration and linkages between the input, output and outcome chain have directly contributed to the project's achievements of goal.

Fourthly, in terms of establishing input market system, the project has achieved well above its project period target by establishing 348 AOSSs (329 during scale up, 19 in piloting). More importantly, the project introduced self-finance AOSS establishment modality as part of its adaptive move. This has been critically important for continuation of the model as the project's sustainability concept envisioned that entrepreneurs would replicate the existing AOSS model with self-financed business. Thus, the project served as a test for ATI's viability of the input market-strategy for sustainable exit approach as the goodness of any business model relies on its replicability, scalability, sustainability, and transfer to the permanent owners.

Lastly, the project achieved its job opportunity outcome by creating full time jobs for more than 3,224 (36% women) professional and semi-professional/technical people. The project has also provided capacity building training for 2,800 (42% women) hired owners and staff.

The project encountered delays in project implementation and timely completion key development partners withhold direct budget support. Development partners suspended the release of the project budget due to social unrest in the country and related reports of human rights violations.



2.3 Project Structure

The AOSS project structure has been designed to foster partnership with national and regional stakeholders. ATI's strong collaboration with wide range of stakeholders, and unwavering support the senior leadership involvement has created strategic alignment and strong government support throughout the implementation period. Towards this end, the project adopted management oversight and decision-making processing from Federal to AOSS woredas. More specifically, the project governance has a national oversight committee, regional oversight committee and woreda working group. The government structure and the active roles of regional and woreda committees created a conducive working environment for AOSS operators

Internally, the project has deployed a team of federal and region-based project team members during the scale-up and the decision on the number of technical team members has been based on workload in that specific region. The Federal team member involved in key activities such as working with regulatory bodies to alleviate related constraints, facilitating business to business linkages for established AOSSs, setting up/providing capacity building training and release sub-grant/management based on achievement of milestones.

The presence of regional teams was found to be crucial as realizing the model, maintaining construction and operational standards needed a great deal of technical support. Accordingly, regional governance structure was mostly very effecting especially during the initial scale up stage and regular support from project staff members helped the successful establishment of designed inputs system establishment had been necessary.

As a result, to realize the objective, the project has put in place rigorous project performance and sub-grant management throughout its implementation phases to ensure the attainment of establishment milestones (constructions, furnishing, staffing, test sales and inauguration). More importantly, the project has developed an operational manual to support the expansion of the AOSS model agricultural retailing system and standardized the operation of the model throughout the

main agricultural regions. The project also ensured alignment with regional teams and applied continuous project monitoring and control system before, during and after establishments including monthly tracking of sales performance to verify the achievement of objective in terms of customer base indicators and sales indicators.

2.4 Project Evolution

The project design document and project management plan have been revised based on changing circumstances during the project implementation period. Accordingly, a related change request has been officially endorsed in November 2019 during SMT's offsite meeting (Agricultural One Stop Shop -1803, submitted date and version 28/01/2020-v1).

Initially, the AOSS project was designed to operate at two levels, hubs and spokes, targeting 34 and 166, respectively. Later in 2011 E.C., a scale up design proposed to achieve 217 centers (equivalent to 'Hubs') and 651 shops (like "spokes"). The change request focuses on further expanding the AOSS targets to 311 woredas and this affects the scope, timeline, and budget of the project.

The two areas where change has been requested and endorsed by SMT include: i) operationalize AOSS in 311 woredas (300 ACC woredas and 11 ISGWID woredas); ii) conduct an economic model study to assess the viability of shops at kebele level.

The project also piloted Self-finance Modality in AOSSs' establishment since 2015 EFY, and the effort has been successful in terms of mobilizing entrepreneurs and creating additional outlets the support from the ATI/project side only focusing of technical supports.

2.5 Financial Narrative

The total allocated budget was \$10,695,450 (equivalent to ETB 331,558,960 with the base year's exchange rate of 31). The project has been implemented through a sub-grant modality and matching fund contributions by ATI and the proposal completion winner, respectively. The sub-grant aimed at providing incentives and risk sharing opportunities for the private sector to leverage new/existing investments to engage them in AOSS business. Accordingly, 87% (USD 9,330,000 or ETB 289,230,000) has been allocated for sub-grant as part of matching fund to establish input marketing system (AOSSs) in 311 ACC woredas.

More specifically regarding the original plan, the project encountered budget withhold during when ATI supported were able to support 75% of target partners i.e. when 234 were established out of the 311 of the original plans. The transition to self-finance modality has been a response to budget withheld, and the move helped to achieve the project period target. In fact, the release of funds and the provision of No Cost Extension has been crucial to pilot the self-finance modality, complete pending grant-based AOSS establishments and provide continuous support to operationalize outlets.

Therefore, the total sub-grant budget utilized before the sub-grant budget termination in 2022 (2014 EFY) amounted to ETB 232,558,000 (80% of the total sub-grant budget including commitments). The budget consumption also included utilization of sub-grant by subgrantees during No Cost Extension (NCE) period. The actual operational budget expenditures have not been provided.

3. Key Activities, Achievements, and

3.1 Activities

a) Activity - initiating and establishing a Competitive Input Market System through AOSS Outlets

The process of Agricultural One Stop Shop (AOSS) establishment and operationalization requires intensive technical assistance and field monitoring support throughout the establishment process. Accordingly, the following are major activities performed during the implementation period:

- As part of promoting the AOSS model and standardizing the services, the project has developed AOSS operational manual and distributed to AOSS proposal competition winners to maintain service standards as per the AOSS model. The manual contains key elements of AOSS establishment including the model's floor or building design, furnishing requirements, organogram, and job descriptions (JD), staffing, input stocking and management, environmental compliance, and social responsibilities.
- The project conducted 405 outreaches, technical evaluation sessions and followed by Due Diligence to select a similar number of entrepreneurs based on predetermined selection/evaluation criteria.
- In line with this, 256 entrepreneurs have been awarded a sub-grant. In addition, the ATI signed MoU with 138 entrepreneurs (self-finance) in the presence of key government and other stakeholders from the private/public sector. Out of these, 234 (with sub-grant) have successfully completed the required standards and operationalized.
- Additional 138 AOSSs have been initiated with self-finance modality, 95 of them operationalized and 33 of them have been officially inaugurated completing the required establishment milestones during constructions, furnishing, and staffing.
- Though it fluctuated during the project period, 19 AOSS project staff have provided technical supports in AOSS woredas during constructions to ensure the fulfillment of milestones based on the AOSS floor/building design and continued support during all stages of the establishment process. This has been also been part of the sub-grant release process as the entrepreneurs needed to fulfil operational standards such as furnishing, staffing key technical personnel, branding, and marking items as well as conducting training and farm demonstrations based of the sub-grant milestones.
- Developed Technical Implementation Guideline for Self-finance AOSS' and implemented accordingly
- Conducted inauguration of 234 AOSSs in the presence of key government and other stakeholders

b) Activity - Creating of Enabling Environment for AOSSs' Operation

The project has conducted six (6) Business to Business (B2B) workshops, i.e., one per year to enable AOSS operators access quality inputs on time and ensure sustainable operation by providing support and making AOSS profitable. Linkages of AOSS operators with the national input producers and suppliers have been made on a regular basis and this enabled AOSS operators to access the demanded inputs on time

ATI has also organized a series of national and regional consultative workshops; stakeholder engagements meetings to create an enabling environment and ensure sustainable operation. A total of six (6) high level national consultative meetings have been held with the aim of introducing, promoting the AOSS model and updating key government stakeholders, national and multinational

agro-input manufacturers, importers, and wholesalers. As a result, the events have partially helped the AOSSs resolve operational challenges such as accessing highly demanded inputs like fertilizer and improved seeds. It also helped the project to publicize the AOSS model to a large high-level audience and serve as a platform to AOSS Centre and shop with relevant stakeholders in the agricultural input network which in turn resulted in smooth competency certificate and business licensing, and regional coordination for input related decisions. For instance, AOSS entrepreneurs a member of woreda input committee in Amhara region and the Regional Oversight Committee endorses program participant selection and fertilizer distributions through private AOSSs annually.

Furthermore, ATI has supported the establishment and strengthening of three (3) regional AOSS share companies to help them facilitate input sourcing through discounted bulk purchase, registration of highly demanded input and importation thereby contributing increased adoption or utilization, trickle down directly to SHFs.

Three AOSS regional share companies have been established and operationalized to increase their bargaining power and advocate for favorable regulatory processes and benefit members from bulk purchases. It also aimed at direct import of highly demanded input which the engaging in agricultural output export to deal with forex challenges. The goal of import-export has not been successful so far because of the enterprise's internal and external challenges

Key Support Provided During the AOSS Establishment Process:

- **Developed and Distributed Operational Manuals:** Created the AOSS operational manual and shared it with proposal competition winners to ensure consistent service standards. The manual outlines essential setup requirements, including building/floor designs, furnishing specs, organizational charts, job descriptions, staffing, inventory management, environmental compliance, and social responsibilities.
- **Provided Construction Supervision and Technical Support:** Conducted regular construction follow-ups based on the approved AOSS designs. Ongoing technical guidance was provided at every stage to ensure entrepreneurs built their shops according to official standards.
- **Managed Sub-Grants and Compliance:** Hosted sub-grant signing workshops and disbursed approximately ETB 212 million in phased rounds upon the completion of project milestones and construction standards. These sub-grants primarily funded operational requirements, such as furnishing, hiring key technical personnel, branding, marketing, and conducting training and farm demonstrations.
- **Guided Self-Financed Outlets:** Developed and implemented a Technical Implementation Guideline specifically tailored for self-financed AOSS locations.

C) Activity – AOSS Staff Recruitment and Capacity Building to Enhance the Sustainable Operation of Established Efficient Input Market System Operators

First the project supported AOSSs in the staff recruitment including 5-7 qualified personnel with adequate skills and experiences which were needed to manage the day-to-day operation of the AOSSs which are business that have been supported to supply quality agricultural inputs and services at affordable prices in a timely manner with advisory service to SHFs. In line with this, the project provided capacity building training to 2,800 AOSS owners and staff (technical teams) as part of the project implementation and sustainable operation support.

The project has provided capacity building training for AOSS owners and staff as part of enhancing sustainable business operations. Topics included business management, working capital

management, personal entrepreneurial competencies, accounting and sub-grant reporting, marketing, and other tailored training sessions on corporate leadership. The project has also strengthened established AOSSs through providing technical training on input licensing, agronomic services, environmental compliances, input demand assessment, livestock inputs stocking and administration, farmers training and farm demonstration and other input business operation-specific technical training sessions. These helped the AOSSs in fulfilling model requirements, conducting regular input demand assessments practices, addressing the challenges of environmental compliances. Proper handling and storage of agrochemicals and veterinary drugs is one of the essential measures that helped to safeguard potential negative impacts on the environment and human health. Efficient business management training has also helped most of the centers to run their business in a profitable and sustainable way guided by business management principles, plan, and procedures

Furthermore, the project provided technical support and tailored training with the project stakeholders to strengthen the operational capacity of regional AOSS share companies in Oromia, Amhara and SNNP regions. Major training topics provided include: - corporate leadership training, international trade (technical training on agricultural output export); export quality testing and certification requirements; experience sharing visit to agricultural output export facility and Quarantine Facility; Export Warehouse and Logistics; input registration requirements.

AOSS Organogram: like any other formal businesses, the AOSS centers have been designed to have an organizational structure to determine the hierarchical flow of operations and activities to deliver products and services to SHFs. Accordingly, three key personnel or technical staff (manager, agronomist, and veterinarian) have been hired for each AOSS through ATI's sub-grant support. Moreover, crop input and livestock dispensers, cashier, accountant, storekeeper, guards, and other supporting staffs hired by the owners and this has been part of their matching fund contributions. So, the recruitment of qualified personnel with adequate skills and experience has been a key strength of the system as they are needed to manage the day-to-day operations of the center.

Women engagement in agriculture: the project has introduced a mechanism the project to be inclusive to and empower women. More specifically, all outreach activities have been designed to encourage women entrepreneurs by incorporating a criterion of 5% affirmative action for women applicants. In addition, as part of enhancing employment opportunities for youth and women, the project worked with AOSS entrepreneurs and encouraged them to recruit capable women. Overall, the project achieved the recruitment and hiring of 1,165 women which is 36% of the total employment opportunity created during the project period.

Overall job creation through AOSS Outlets: the project opened new possibilities for increased jobs in agriculture or employment with a total of 3,224 (36% women) employees. Towards this end, the project provided technical support in the recruitment of technical staff resulting in the creation of 1,154 full-time permanent jobs for women. So, the project managed to achieve about 36% which is much higher than the 20% target in the project plan.

Community Engagement: smallholders' commercialization and community development cannot advance without their active engagement and participation in the programs. The project has brought innovation and learning that change relationship and expands understanding of opportunities, and engaging diverse set of communities such as entrepreneurs, farmers, private-sector operators, etc. has been extremely helpful for ensuring permanent ownership. The first effort was made to make aware potential business operators through a series of outreaches aimed at the clarification of the project goal, mode of input market system establishments, requirements for program's participation and related mandatory requirements. To this end, the project facilitated submission of expression of interest in target areas and engaged potential private sector communities by collaborating with woreda stakeholders where the system has been establishing. A technical committee established in each project implementation woredas based on the project's predetermined governance structure,

and evaluation of applications have been done based on the selection criteria in a transparent process. The committee also conducted Due Diligence for finalizing the process and endorsing the winner.

3.2 Achievements versus Targets

The project has been designed with significant emphasis on achieving results and on the need to demonstrate performance through objective measurement of results. The institutions' M & E results measurement and learning agenda is anchored in a framework that: general objective evidence of progress towards achievement of results, facilitates lessons learning, adaptation, and performance improvement, and enhances accountability to stakeholders. Accordingly, the project's performance management and result tracking system helped us collect relevant performance data, quality indicators and progress towards the achievement of outputs and outcomes. Nevertheless, projects may rely on external or independent evaluation to understand actual impacts which are also related to both ACC program and organizational level measurements. So, the impacts discussed in the report are based on the mid-term evaluation report which is conducted in 2021.

Impact – Contribution to Increased productivity, production, and Income: overall, the evaluation results revealed that the project has contributed to increased income and use of inputs and has almost doubled from its baseline values. Likewise, in terms of input use, the percentage of households using improved seeds increased to 63% from 45% before the project in intervention woredas for all crops, statistically significant application rate for improved seed was found after the implementation of the project intervention and, above 70% of the households have got seeds for all crops timely in interventions woredas, compared to above 60% in control woredas.

Outcome 1 – Improved Access to Input and Services: Target/Achievement: 1,555,000 SHFs/13,245,723 Transactions through established outlets

The project's periodic reports revealed that more than ~13.2 million (~20% women) transactions have been registered through outlets across the main agricultural regions. Also, based on the evaluation report, the project has performed better in providing the required quantity of inputs within an acceptable time while quality and affordability of inputs mentioned to be areas of improvement. The project has been successful in terms of addressing major systemic bottlenecks and local needs in the agricultural input supply service system and contributed to significant reduction in time, money and labor of the households and reduced bureaucratic and long chains of procedures in agricultural input and marketing. This has been accomplished through availing all inputs in one shop which, in turn, is an innovation introduced through the project. Such an innovative marketing mechanism has contributed to improving the utilization rates, cost reduction and increasing the number of adopters, thereby directly contributing to improved productivity, income, and food security. Furthermore, based on the evaluation report, the overall development objectives set out at design remain highly relevant, given the high demand for affordable and quality agricultural inputs in adequate quantity.

Output 1.1- Established Input Market System: Target/Achievement - 311/348. In terms of the goal of establishing efficient input market system, the project established 348 AOSSs, during its implementation period i.e. following piloting of innovative solution in main agricultural regions of Ethiopia.

Output 1.2 – Capacity Building for Sustainable Operation of AOSSs - the project provided tailored capacity enhancement trainings for 2,800 (42% women) AOSS owners and staffs. Main topics

included business management, working capital management, personal entrepreneurial competencies, accounting and sub-grant reporting, marketing, technical training on selected topics such as agronomic services, environmental compliances, input demand assessment, livestock inputs stocking, farmers training and farm demonstrations. The training sessions have helped AOSSs in fulfilling model requirements, conducting regular input demand assessments practices, addressing the challenges of environmental compliances, and adopt proper handling and storage of agrochemicals/veterinary drugs. The technical training sessions were also essential measures to safeguard negative impacts on the environment and human health. Efficient business management training has also helped most of the centers to run their business in a profitable and sustainable way guided by business management principles, plan, and procedures.

Output 1.3 – Creation of an Enabling Environment: the project adopted effective stakeholders' engagement approach from the outset which helped the project to publicize the AOSS model to a large high-level audience and serve as a platform to AOSS Centre and shop with relevant stakeholders in the agricultural input network. First, it had to address complex regulatory processes for the input system's local registration and licensing process. So, the project's alignment with the government priorities in input supply system created smooth competency certificate and business licensing process at the lower level of the government structure. Regional Oversight Committee (ROC) also played a critical role in input related decisions in AOSSs' region. For instance, AOSS entrepreneurs a member of woreda input committee in Amhara region and the Regional Oversight Committee endorses program participant selection and fertilizer distributions through private AOSSs annually. There are, however, persisting challenges in terms of fertilizer access to private operators in recent years.

In addition, the project has conducted six (6) Business to Business (B2B) workshops and a series of national and regional consultative meetings to enable AOSS operators access quality input on time, discuss input related bottlenecks and ensure sustainable operation by providing support and making AOSS profitable. This also enabled a strong linkage of AOSS operators with the national input producers and suppliers. The national and regional consultative workshops and stakeholder engagements meetings have also created an enabling environment by introducing, updating, and promoting the AOSS model to key government stakeholders and has been beneficial to resolve operational challenges. Furthermore, as part of improving the bargaining power of private AOSSs, the project has supported the establishment and strengthening of three (3) regional AOSS share companies. The move is also aimed at helping established share companies facilitate input sourcing through discounted bulk purchase, registration of highly demanded input and importation thereby contributing increased adoption or utilization, trickle down directly to SHFs.

Therefore, the project's design is logical and appropriate in addressing the need of the smallholder farmers. The project's implementation has also been successful in attaining the project objectives, and the interventions were aligned with the organizations and national agricultural strategies. In line with this, the project performed better in providing the required quantity of inputs within an acceptable time limit while quality and affordability of inputs mentioned to be areas of improvement.

By enabling improved access to input and servicing, the project found highly relevant in addressing the needs of SHFs – improved access to inputs, increasing production and productivity, income, and market linkages. The project performed better in providing required quantity of inputs with acceptable time, and based on the evaluation report, the project found to be highly relevant in addressing the needs of SHFs – improved access to inputs, increasing production and productivity, income, and market linkage.

Outcome 2 – Increased Jobs Creation in Agriculture: Target/Achievement: 1,866/3,224

Output 2.1: Improve youth and women engagement in agriculture

The project opened new opportunities for increased jobs, mostly full-time employment, for professionals at community levels. A total of 3,224 (36% women, 76% youth) employees have been recruited and hired by operationalized outlets during the project implementation period. Towards this end, the project provided technical support to AOSS owners in the recruitment of qualified technical staff. The project has also adopted gender sensitive awareness creation approach in which regional teams supported centers to create capable and qualified women in the operationalized centers and shops. As a result, 1,154 women have been employed creating full-time permanent jobs opportunities for them in their locality. So, the project managed to achieve about 36% which is much higher than 20% target in the project plan

3.3 Results of Mainstreaming Cross-cutting Issues

Gender: the project adopted an appropriate mechanism to integrate gender inclusiveness in its efforts to address systemic bottlenecks in the agricultural input supply and service delivery. It has primarily incorporated affirmative action in program participants' selection process by determining a mandatory section in which 5% points are automatically granted for women applicants during technical evaluation (evaluation of application documents). The same approach has been adopted and applied during technical evaluations during self-finance modality. Regarding the creation of inclusive jobs in AOSS Agriculture outlets, the project incorporated at least 20% of the target. Towards this end, the project attained 36% of women employment through AOSS outlets which is well above the project's target which was 20%. Nevertheless, the proportion of female headed AOSS is still extremely limited accounting about 6.5% indicating that businessperson applicants are still small in AOSS woredas.

Youth: in fact, the project did not set target for proportion of youth both in terms of AOSS ownership as well as in the employment opportunities through AOSS outlets. However, in practical terms, the project has been evaluated to be highly youth inclusive by creating employment opportunities of about 76% of the total jobs for local youths through AOSS outlets.

Environmental Stewardship: the AOSS model introduced a mechanism for integration of environmental assessment through AOSS's site selection, and environmental compliance during operations. Efforts have been made so that AOSSs comply with Ethiopia's environmental regulation and practices to minimize potential negative impacts on human safety and the environment. Furthermore, all products are required to be registered in Ethiopia – as part of ensuring traceability. The project team also undertook environmental assessments to minimize the impact of the nearby biophysical and social environment during the site selection process, and provided training on safe use, storage, transport, and disposal of agrochemicals.

Nutrition: although no nutrition specific target has been set by the AOSS project, the model promoted the provision of improved and nutrition dense seeds during technical training.

3.4 Contribution to other ATI's Mandate Areas

The primary aim of ATI is to promote the agricultural sector transformation by supporting existing structures of the government, private sector, and other non-government partners to address systemic bottlenecks in delivering on a priority national agenda for achieving growth and food security. The institution's strong visibility and partnership (top down) has created an enabling environment for the project participants. Efforts have been made to engage involvement of communities (private-sector and farming community level stakeholders) as success must be the community's (bottom-up) as they are the basis of the project's existence.

The AOSS project has contributed and aligned to ATI's mandate to identify systemic constraints of agricultural development and to mandate and lead the implementation of specific solutions as projects. The project was initially designed as pilot in twenty woredas before its expansion by consolidating other input projects such as DIM and DSM into 311 ACC woredas in main agricultural regions. Strategically, the project has been designed to provide a private sector driven sustainable solution for improved access and utilization of agricultural inputs. And the distinguishing feature of the AOSS business model is its focus on an innovative way of disseminating inputs to users in one stop window, along with providing technical advisory services to help farmers improve their production and productivity.

Therefore, the project and its model adoption have been consistent with national policies and strategies as it is one of the important strategies towards ensuring private investments' participation in the agricultural sector. 'One Stop Shop' concept is relevant to create competitive environment in input marketing.

In terms of linkage and coordination, the viability of the strategy has been validated through the adoption of the model in terms of quality and adequacy of interventions by the Ministry of Agriculture (MoA). Strong coordination and stakeholder engagement practice has been put in place throughout the project's implementation phases thereby creating a conducive working environment. The MoA (now through EAA) bore the central responsibility for registration and licensing of input supply and service provision. The result of organizational alignment and linkage has been witnessed by the endorsement of two legal directives - Competency Assurance Certification (Ref. No 002/782/2011); and Fertilizer Distribution Directive (Pilot) through AOSSs, which have been circulated to regional Bureaus of Agriculture for implementation.

The specific programme objectives have also generally been relevant in terms of expanding access, adoption, inclusion, institutional development, enhancing capacity of AOSSs, and in improving wellbeing (productivity, food security and income). Therefore, there is an indication that the efforts of integration and linkages between the input, output and outcome chain have directly contributed to the project's achievements of goal.

3.5 Community Engagement and Contributions to Outputs and Outcomes

Community development will not advance without active engagement and participation in the programme. The project brought innovation and learning that change relationship and expand understanding of opportunities. The government (top down) has created enabling environment for the project participants. Efforts have been made to engage involvement of communities (private-sector and farming community level stakeholders) as success must be the community's (bottom-up) as they are the basis of the project's existence.

A first effort was made to aware potential business operators through a series of outreaches aimed at the clarification of the project goal, mode of input market system establishments, requirements for programme's participation and related mandatory requirements. To this end, the project facilitated submission of expression of interest in targets areas and engaged potential private sector communities by collaborating with woreda stakeholders where the system has been establishing. A technical committee established in each project implementation woredas based on the project's predetermined governance structure, and evaluation of applications have been done based on the selection criteria in a transparent process. The committee also conducted Due Diligence for finalising the process and endorsing the winner.

Therefore, the AOSS project ensured that business operators clearly understood the objectives of the project, their responsibility in establishing providing services to smallholder farmers and cascading the services as a permanent owner.

3.6 Sustainability

The project's sustainability strategy was built on the premise that financial viability would drive expansion through private entrepreneurs. Towards this end, transition to self-financed AOSS establishment before the project's termination can be considered as a tested sustainability assurance in the model's competitive inputs marketing system. AOSSs are also sustainable business enterprises as far as their linkage is strong with bulk suppliers (whole sellers) and the share companies are capacitated to import adequate quantity of and quality agricultural inputs. In line with this, three AOSS share companies have been established in Oromia, Amhara and SNNP regions, and have been supported through a wide range of technical and business management capacity building training including technical staffing for about a year. The share companies engaged in bulk local purchase and agent- business networks. Yet they need further institutional support and need to be strengthened to register and import highly demanded and scarce quality agricultural inputs.

As a profit-oriented enterprise, AOSSs survived even better competed under increasing input market system and free competitive market environment. Increasing of the demand for establishing self-finance AOSS with ATI only playing a facilitation and technical support is also an indication for rising competition from legal private enterprises input market system which in turn is highly beneficial for expanding the service to SHFs. Accessing some inputs that are channelled through public entities is a challenge for private AOSSs. Sustainability of the benefits acquired from the AOSSP initiative can be considered as positive contributions as it has been implemented with greater involvement and cooperation of stakeholders ranging from the higher government bureaus to grassroots communities - smallholders' farmers i.e. key result from the point of view of policy-wise, institutional, and environmental dimensions.

Furthermore, a positive move strength towards the project's sustainability has been site selection of target woredas in the main agricultural regions and their respective districts, and the smallholder farmers / beneficiaries have witnessed the core importance of the project. SHFs found to be more attractive to services of the private AOSSs as they operate in less bureaucratic procedures and are being chosen for their ease of the service delivery.

Sustainability Driver	Actions taken to Strengthen Sustainability
Local Ownership	The MoA (through its EAA) bear the central responsibility for registration and licensing of AOSSs enduring their direct involvement and ownership. EAA also responsibly for registration, inspection and control of agricultural inputs while MoA bears responsibility in determining and facilitating finances for production, importation, distribution, and mainly use of fertilizers. The viability of the AOSS model strategy validated through the adoption of the model in terms of quality and adequacy of interventions by the Ministry of Agriculture (MoA). As a result of the organizational alignment and linkage, two AOSS related legal directives - Competency Assurance Certification: Ref. No 002/782/2011; and Fertilizer Distribution Directive (Pilot) through AOSSs, have been endorsed by the Ministry of Agriculture (MoA) and circulated to regional Bureaus of Agriculture for implementation.
Partnering	Although the responsibility for facilitating financial access was later transitioned to the AgriHUB project, the AOSS project actively also facilitated partnerships with financial institutions during its initial scale-up years. Specifically, the project signed an MoU with Awash Bank and engaged Abay Bank to expand technical and financial support for Agricultural One Stop Shops (AOSSs). While individual shop-level loan tracking post-MoU remains incomplete, the collaboration successfully unlocked ETB 746 million in lending. Driven largely by working capital loans, this funding enabled AOSSs to scale their businesses and diversify into advanced services like mechanization and Artificial Insemination (AI).
Transformed relationships (Among group members)	Three regional AOSS share companies have been formed with the objectives enhancing AOSS operators bargaining power, improve input sourcing and contracting with dependable agricultural input/output producer and provide support its shareholders (AOSS members). The regional association was also beneficial in terms of bargaining with local stakeholders, in securing land, accessing input that are channelled through public enterprises apart from conduct bulk purchase through national suppliers. The project has also been highly successful in linking individual AOSSs with national bulk suppliers apart from engaging them in the national multi-stakeholders' forums and consultative meetings to discuss challenges in the presence of higher government officials.
Household and family resilience	Family resilience partly depends on financial sustainability of the AOSSs operators which in turn refer to the capacity of the businesses to get a return on an investment that covers all expenses and makes a profit. The AOSS model found out to be a profitable business model as almost all established enterprises as the businesses survived after the sub-grant closeout. As a result, the AOSS model increasingly became attractive to private operators and gradually expanding service as more self-financing AOSS entrepreneurs in the project's intervention areas and beyond including 138 additional self-finance AOSSs that have been initiated and established with self-sponsor modality witnessing the financial and business sustainability the AOSS model
Local and national level advocacy	The project can be benchmarked for its success with regard to involving private sector to address systemic bottlenecks. Further advocacy to empower the private sector is much needed especially enabling a shift in the mindset of private operators and policy makers to expand similar intervention to Last Mile Input Delivery System. The project also created conducive working environment, organizational alignment and linkage with key stakeholders from the outset. This has resulted in smooth establishment of AOSSs, followed by the endorsement of two legal directives (CoC and fertilizer distribution through AOSSs) by the MoA which have been circulated to regions for implementation.

3.7 Challenges

Key Encountered Challenges	Mitigations being Implemented/Proposed Mitigations Action/s
Private AOSSs faced limitations in accessing and distributing fertilizers through their outlets	A series of high national consultative meetings were conducted to resolve the issues. The issues have not been resolved. MoA, RBoA, claimed that they have tightened distributions control to prevent the illegal diversion or leakage of this highly subsidized product
Widespread Illegal Input trading impacting the operation of established AOSSs	Representatives from the regulatory authority were actively engaged in consultative meetings. Additionally, the project facilitated the participation of Ethiopian Agricultural Authority (EAA) representatives at lower structural levels during AOSS inaugurations, providing a platform for owners to voice their stance against illegal trading practices. During these consultations, the EAA—now institutionally stronger—pledged to address the regulatory challenges that currently discourage private AOSS operators



*The project achieved the recruitment and hiring of **1,165** women which is **36%** of the total employment opportunity created during the project period.*



3.8 Evaluation Findings

Relevance: this is an assessment of the project in terms of to what extent the project addressed the needs of smallholder farmers, fit to the government and stakeholders' priority, adaptability to context of change and how issues and objectives have been addressed collaboratively. So, based on the evaluation result, the project has been found out to be highly relevant in addressing the needs of SHFs – improved access to inputs, increasing production and productivity, income, and market linkages. However, the project was not able to adapt and provide appropriate response to context changes and emerging local needs of the AOSS, and the priorities of SHFs and stakeholders to the required extent.

Impact: the evaluation process found out that the project has witnessed positive change in increasing productivity and income of SHFs. In terms of the project's contributions to yield and income increment, the evaluation indicated that there was significant difference in yield of all crops between the treatment and the control observations which is found to be greater than the control groups for most commodities (greater by 2,333.7kg/ha). The household survey results also revealed that the project has brought about a significant impact to SHFs and contributed to increased income, almost double from a baseline in the intervention woredas.

Sustainability: the issues assessed include the extent to which project systems and procedures made in place in AOSS system, wholesalers and local suppliers continue on a profitable commercial basis, level of replicability, scale up and stakeholders' engagement. The mid-term evaluation revealed that there is a potential in promoting the sustainability of its results after the closure, and results are highly replicable in terms of cost, structure, technical capacity and linkage. The project design and its implementation were reported to be participatory.

Effectiveness – accomplishment of the intended objectives i.e., improved access to agricultural input and services: the midline evaluation process showed that the interventions were moderately effective in reaching the planned objectives. More specifically, it has been found out that about 64% of smallholder farmers, out of the target in the intervention woredas, have accessed various agricultural inputs and service during the midline. from AOSS shops and 56% of the target on jobs in agriculture has been attained. For instance,

- In terms of input use, the percentage of households using improved seeds increased to 63% from 45% before the project in intervention woredas for all crops.
- Above 70% of households have seeds for all crops (cereals, vegetables, fruits, and coffee) timely in interventions woredas, compared to above 60% in control woredas.
- The proportion of households using chemicals increased from 72% to 79%.
- Application of fertilizer increased from 84% to 98%
- A slight increase in the mechanization service from 8.8% to 9.8% has been registered
- Access to animal feed increased from 4% to 9%

In general, AOSS has performed better in providing the required quantity of inputs within an acceptable time while quality and affordability of inputs mentioned to be areas of improvement. Regarding livestock inputs, the report found out that there has been an increase in accessing most of livestock inputs from AOSS compared to baselines. Yet, the percentage of households who access these inputs has been low.

Moreover, the assessment of the efficiency, effectiveness, relevance, impact, and sustainability of the AOSS project indicated that the project was found to be highly relevant with high impact, but with moderate efficiency and effectiveness. The sustainability of the project is between high and moderate. The project is also highly relevant in addressing the needs of SHFs – improved access to

inputs, increasing production and productivity, income, and market linkages. However, the project was not able to adapt and provide appropriate responses to context changes and emerging local needs of the AOSS, and the priorities of SHFs and stakeholders to the required extent. According to the survey results, shortage of agricultural inputs, inadequate quality and delay in distribution are still among the critical challenges. The major challenges are associated with AOSS's difficulties in getting these inputs from suppliers themselves.

3.9 Reflections on Evaluation Findings

The results of midline evaluation process showed tangible results of the AOSS project which ATI, as a strategy and delivery-oriented organization, has built from its past experiences and consolidations to bring about the stated successes. It has managed to design and pilot a solution to systemic bottlenecks in the agricultural sector, the scale up further expanded the efficient input market system in the main agricultural regions.

Nevertheless, the project would have further been evaluated (endline) before transition or transfer to the permanent owners. As a learning organization, building from its success and adapting to changing circumstances would further benefit the goal of smallholders' commercialization. This is mainly because the project has registered solid evidence towards improving access to smallholders' farmers, transitioned to self-finance modality and encountered significant unforeseen circumstances which negatively influence the performance of established input system since then.

Therefore, improvement to provide independently evaluated and verified evidence which is required to satisfy donor's or program's stakeholders expectations. The mid-term evaluation was good, but AOSS operators have been exposed to complex environments since then, and areas improvement should be incorporated as parts of the lessons learned. The design and frameworks have been evaluated positively, but changes have been observed regarding stakeholders' requirements in recent months. This includes changes in the life of the project due to budget suspension, changes in accessing key and subsidized inputs such as fertilizer for private operators, and the establishment of AOSS share companies, etc.

Therefore, questions about the date of handover, the evaluation of the transition self-finance modality, interpretation of changes during budget withhold, judgments, specifics recommendations can be vital for similar solution ATI may design and implement in the future. Our suggestion is a need to conduct stakeholders' reflection workshops as the transition can be based on what happened, and participatory and derive the Key lessons.

4. Key Lessons and Reflections from the Project

It is now clear that the principal rationale for the establishment of agricultural one stop shops is the need to address the gaps observed in adequate access of smallholder farmers to agricultural inputs. Based on the evaluation result and internal project monitoring reports, the AOSS system and established outlets are serving the farming communities in line with the very objectives of the project.

The AOSS system now plays a critical role in input supply and service delivery in the main agricultural regions. During the project implementation period it was also learned that the private AOSS operators are more transparent and visible to the community. More importantly, smallholders choose privately owned outlets as they prioritize timeliness, services without bureaucratic procedure and quality of services. AOSSs also has potential for expansion and business diversification if the business owners are more focused on the input business.

Furthermore, it was also learned that the input-sub-sector in lower structure of administrative units in Ethiopia is characterized by complex sourcing process with many middlemen drives up the cost of inputs for retailers, and ultimately for smallholder farmers. In addition, the implementation process also revealed that the AOSS establishment requires high start-up capital and demand a huge working capital especially during high season to implement 'One Stop Shop' concept and address unmet demands in their respective woredas. This is a pressing issue and a challenge for many AOSS operators especially who tend to fully engage in improved seeds and fertilizer distributions.

In conclusion, the project has successfully transitioned from sub-grant based and self-finance modality to ACC woredas. However, the project is yet to cascade with the success of efficient input markets systems to last mile input delivery as most AOSS have been established on woreda center in line with the project's objective. This can be beneficial to address the goal of smallholders' commercialization through the provision of a walking distance or last mile input supply and service delivery. Also, as part of building the existing success or on what is already working, the project needs to redesign, consolidated and adapted in piloting sub-woreda level market input system by establishing models in some potential kebeles then promote same transition into self-finance modality. This will have the potential to address a shortage of adequate, affordable, and quality input and delay in distribution and access in rural areas.

The following are summaries of lessons that can be drawn from the overall project implementation and the evaluation finding reports: -

- Self-finance AOSSs witness a clear mind-shift in terms of new professional business and engagement in community-based solutions to systemic challenges.
- AOSSs have been playing a significant role inputs supply and distribution even in times of peace and security challenges, under critical shortage and affordability constraints.
- Private AOSSs are widely accepted by the farming communities due to their more transparent, accessibility beyond working hours, flexibility, and visible to the communities.
- Increasing demand in agricultural inputs and service by farmers, regardless of the affordability of the inputs, indicates that there is increasing adoption of inputs and technologies, and smallholder farmers prioritize quality of the service, adequacy, and availability of various inputs in one shop.

- Affordability is continuing to be a persisting change largely due to increasing cost of imported input, forex devaluation and infrastructure in rural areas that limit efficient delivery
- There is a tendency of increasing adoption of inputs which can be springboard last mile input supply solutions to deal with challenges of input supply and delivery in the farming communities.
- It has become evident that the federal and regional level agricultural input supply side problems are multifaceted, impacting the inputs business that are operating at the woreda level. More specifically, there is loose control and tracking of inputs that are imported through the private importers as is characterized by losing control.
- The AOSS approach is replicable beyond the woreda centres and is there is more potential for sustainability.

5. Conclusion and Considerations for Future Implementation or Scale-up

5.1 Conclusion

Summary of Achievements

In conclusion, the use of agricultural inputs is fundamental in increasing production and productivity in the agriculture sector thereby contributing for the increment of smallholders' income and ensure food security. Towards this end, the project provided a private sector driven sustainable solution for improved access and utilization of agricultural inputs by focusing on an innovative way of disseminating inputs to users in one stop window, along with providing technical advisory services to help farmers improve their production and productivity.

The Agricultural One Stop Shop (AOSS) project successfully fulfilled the Agricultural Transformation Institute's (ATI) core mandate by identifying systemic supply-chain bottlenecks and implementing a practical, market-driven solution. By working closely with the Ministry of Agriculture, regional bureaus, and local communities, the project helped establish a supportive regulatory environment. This collaboration led to the official rollout of key legal directives, such as the Competency Assurance Certification and the Fertilizer Distribution Directive, which successfully integrated private agro-dealers into the national input marketing network.

With a clear legal framework in place, the project followed a structured, phased rollout backed by a total revised budget of over USD 10.6 million. Beginning as a small 20-woreda pilot that established 19 initial centers, the model scaled up significantly to create a network of 348 AOSS centers and shops, successfully exceeding the project's original target of 311 woredas. This expansion was driven by a sub-grant matching fund model combined with hands-on technical supervision and standardized operational manuals. By distributing approximately ETB 212 million in phased sub-grants, the project effectively minimized financial risks for the private sector, inspiring local AOSS owners to invest an additional 1.13 billion Birr of their own capital.

To ensure these businesses remained profitable and sustainable over the long term, the project implemented strict organizational structures and provided comprehensive capacity-building training to 2,800 owners and technical staff. Furthermore, the project hosted regular national and regional Business-to-Business (B2B) workshops that directly linked these 329 outlets with major national and multinational input manufacturers, importers, and wholesalers to guarantee a reliable supply of high-quality goods. Social inclusion was also structurally woven into this process; the project applied a 5% affirmative action score for female applicants during the selection phase and promoted gender-inclusive hiring, resulting in women making up 42% of the trained workforce.

By introducing the innovative "One-Stop Shop" model, the project combined all necessary agricultural inputs and technical advisory services under a single roof, cutting out long bureaucratic procedures and saving households significant time, labor, and money. This streamlined system recorded over 13.2 million transactions total, with women accounting for 20% of the purchases.

This reliable access directly accelerated the adoption of modern agricultural technologies. Improved seed use across all crops jumped from 45% to 63% in project areas, with more than 70% of households securing their seeds on time—consistently outperforming control woredas. These

combined improvements caused participating smallholder incomes to nearly triple, soaring from a baseline of ETB 16,055 to an average of ETB 50,746 during mid-year.

Long after the conclusion of ATI's direct financial support, the resilience of these centers in overcoming challenges like inflation, illegal trade, and public supply constraints proves the lasting commercial viability of the model. Ultimately, the ongoing demand for self-financed outlets confirms that the AOSS framework remains a highly relevant, community-accepted solution for safeguarding rural productivity and food security.

There is strong belief amongst the project staffs that the project can further be scaled up the national level. More importantly, the expansion of the services to last mile input supply and service system so that the farming communities can access input and services in walking distance. This is mainly because most AOSSs have been established at the woreda centers and access at peasant association level still unmet demand. Thus, 'One Stop Shop' concept is still relevant to create competitive environment in input marketing in rural communities where they mostly encounter poor quality and untraceable agricultural inputs.

Nevertheless, the project has not fully addressed the systemic bottlenecks mainly in terms of affordability and competitive access to key agricultural inputs such as fertilizer and improved seeds. 'One Stop Shop's innovative marketing mechanism can further contribute to improving utilization rates, cost reduction by the expansion services to last mile/rural farming community level and increasing number of input market system outlets. Furthermore, the promotion of service integration and linkages between ATI's projects will have direct impact on the achievements of goal of increased production, productivity and income of SHFs.

5.2 Reason for Project Transition and Expected Next Steps

Merging or Transitioning Project

- 1) **Building from Success:** as a strategy and delivery-oriented government institution, building from ATI's own success is vital for creating workable linkages between projects, making use of iteration and continuing improvement until unmet demand is addressed. Thus, as a replicable business model, scaling the solution is beneficial
- 2) **A need for Walking Distance Access to Ag Input and Service:** smallholder commercialization can be achieved through creating an additional quick path to enhanced system of agricultural input and service proximity to smallholder farmers. Therefore, we are suggesting/ promoting walking distance access to input by redesigning the project to the Last Mile Input Supply and Service System. The consolidation is highly beneficial to farmers and ATI as it aligns with the ATI's strategic objectives. It is also highly feasible and beneficial to the goals of smallholders' farmers commercialization.

5.3 Final Engagement with Government Partners

Since a project handover is a closing process, preparing a document on responsibilities of both sides will be particularly important. Items of activities to consider may include joint assessment for benefits realization, participatory documentation, ensure proper handover, and management. In doing so, the following are key steps

- stakeholders' communication ...
- Determine stages of handover and get the consensus on the process
 - Pre-handover (training, handover, and post-handover)
 - Prepare a handover criteria and plan – handover process – handover documents
 - Conduct meeting the stakeholders
 - Finalize the handover process
 - Implement post-handover activities

6. Project Closure Checklists

6.1 Administrative Closure Checklist

- ☐ All assets, products, or services have been appropriately transferred to future implementers and/or returned to funders
- ☐ Confirmation from the Partnerships team that the project has met all donor requirements, including:
 - submission of any final narrative, financial reports, or project deliverables
 - submission of evaluation and invitation to evaluation validation workshop
- ☐ All contracts associated with the project have been formally closed, including any sub-contractor or vendor agreements made during implementation
- ☒ Audits for any sub-grants have been completed

6.2 Data, Documentation, and Project Records Checklist

- ☒ Original Concept Note
 - ☒ Project Design with Results Framework
 - ☐ Funding proposals and contracts (only if the grant was project-specific)
 - ☒ Project Baseline Survey
 - ☐ Annual Project Reviews
 - ☒ Any Project Change Requests
 - ☐ Any internal Analytics studies conducted for the project
 - ☐ Any other contracts related to the project, including service provider agreements or sub-contractor terms
 - ☐ Any major publications produced for the project, e.g. manuals, atlases, etc.
 - ☐ Any data generated by the project (including audio and video recordings), with a summary document that outlines what has been collected and where it is archived
 - ☐ Any major reports produced during the project, e.g. donor reports, intermediary evaluation reports
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- ☐ Final budget report – planned vs actual
 - ☒ Project Evaluation Report
 - ☐ If the project has sub-grantees:
 - Planned budget vs actual expenditure for project life
 - Technical reports