Ethiopian ATI
Agricultural Transformation Institute
የኢትዮጵያ ግብርና ትራንስፎርሜሽን ኢንስቲትዩት

PROJECT TRANSITION REPORT

Mechanization Service Center (MSC)

January 2025

Contents

I. ABBREVIATIONS / LIST OF ACRONYMS 2

1. INTRODUCTION 3
   1.1. Background of the project 3

2. PROJECT PROFILE 3
   2..1. Basic details 4
   2.2. Summary of overall performance 5
   2.3. Project structure 6
   2.4. Financial narrative 7

3. KEY ACTIVITIES, ACHIEVEMENTS, AND CHALLENGES 9
   3.1. Activities 9
   3.2. Achievements versus targets 12

4. RESULTS OF MAINSTREAMING CROSS-CUTTING ISSUES 19
   4.1. Environmental stewardship: 19
   4.2. Gender mainstreaming: 19
   4.3. Youth employment generation: 19

5. CONTRIBUTION TO OTHER ATI'S MANDATE AREAS 19
   5.1. Alignment of MSC project with ATI overall objectives 20
   5.2. Contribution towards conducting strategic and analytical studies. 20
   5.3. Contribution towards provision of implementation support. 21

6. CHALLENGES 22

7. PROJECT EVALUATION DETAILS (*WHERE RELEVANT*) 23
   7.1. Evaluation findings ..... **Error! Bookmark not defined.**
   7.2. Reflections on evaluation findings ..... **Error! Bookmark not defined.**
   7.3. Key lessons and reflections from the project team 23

8. CONCLUSION AND CONSIDERATIONS FOR FUTURE IMPLEMENTATION OR SCALE-UP 26
   8.1. Reason for project transition and expected next steps. 26

9. FINAL ENGAGEMENT WITH GOVERNMENT PARTNERS 27

10. PROJECT CLOSURE CHECKLISTS 27
    10.1. Administrative closure checklist 27
    10.2. Data, documentation, and project records checklist 28

8. ANNEXES 28

Abbreviations / List of Acronyms

- AATC- Amhara (Région) Agricultural Transformation Center
- ACC- Agricultural Commercialization Clusters
- ATA- Agricultural Transformation Agency
- ATI- Agricultural Transformation Institute
- CPA- Cooperative promotion Agency
- DA- Development agent
- DBE- Development Bank of Ethiopia
- DoA- Zonal Department of Agriculture
- EC- Ethiopian Calander
- ETB- Ethiopian Birr
- FAO- Food and Agricultural Organization
- FPCs- Farmers' Production Clusters
- GTP 2- The second Growth and Transformation Plan
- HO – Head Office
- MB- Mold board plough.
- MoA- Ministry of Agriculture
- MoU- Memorandum of Understanding
- MSC- (Agricultural) Mechanization Service Centers
- MSP- Mechanization service provider
- OATC- Oromiya Agricultural Transformation Center
- OoA – (Woreda) Office of Agriculture
- RBoA/BoA- Regional Bureaus of Agriculture
- SC – Steering Committee
- SHF- Small holder farmers
- SME- Small and Micro Enterprises
- SP – (Mechanization) Service providers
- SNNPR- Southern Nation and Nationalities Peoples Region
- TAD- Transformational Agenda Deliverable
- TATC- Tigray Agricultural Transformation Center
- UNIDP- United Nation Industrial Development

1. Introduction

This 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

Agricultural mechanization, as an economic application of engineering technology to the field of agriculture, is used to enhance the effectiveness and productivity of human labor (FAO and UNIDO, 2008). If used properly, mechanization has the potential to significantly improve productivity and reduce post-harvest losses and create business opportunities in rural areas. The extent to which mechanization has been practiced in a country is used as one indicator on the level of productivity reached in agricultural sector. Under present condition of mechanization in Ethiopia, limited availability of good quality machinery, relatively high capital requirements, limited access to credit, lack of machinery aftersales services, low availability of trained operators and technicians, and other related factors constrained the sector from being effective. Besides, existing mechanization service providers, being highly risk averts, are mostly avoiding opportunities for machinery fleet expansion and full-scale mechanization service provision, due mainly to lack of finance and guaranteed returns.

To solve these and other mechanization related problems, the ATI launched Mechanization Service Center (MSC) pilot project to be implemented by establishing 10 well-equipped Mechanization Service Centers across Oromia (4), Amhara (3), SNNPR (2), and Tigray (1) regions. The main objective of MSC model is to create easier access to modern farm machinery services for smallholder farmers. The project introduced new service delivery model in which an organized and well-equipped service Centers extend machinery access and give other auxiliary services targeting small-holder farmers and machinery service providers.

As such, the ATI supported the establishment of these 9 MSCs (Table 1.) by sub granting the construction of required civil structures. Besides, the project supported MSCs and equipped them with necessary training programs for proper management, operating, and Maintenance of farm machinery and be able to work with MSCs. Private service providers have been trained in management, operation, and maintenance farm machinery and MSCs are equipped with some important machineries and workshop facilities.

2. Project Profile

2..1. Basic details

Dates		**30/01/2011 EC**		**01/07/2012 EC**
	Planned end date:	30/12/2014 EC	Actual end date:	30/10/2016 EC
Goal ***(1 – 2 sentences)***	Improved income, increased farm production and productivity as well as reduced post-harvest losses for male and female smallholder farmers, through mechanized farming			
Expected outcomes and outputs[1]	**Outcome**- Improved access to mechanization services for smallholder farmers **Output 1**.- Increase small holder farmers' access to agricultural mechanization services. **Output 2**: Mechanization Service Centers (MSCs) established across Oromia, Amhara, SNNP and Tigray **Output 3**: Access to good quality environmentally friendly and energy use efficient machinery and technical backstopping through a sustainable MSC model. **Output 4:** Service Provider's capacity strengthened through ancillary services. **Output 5**: Introduced mechanization service model approaches together with service delivery guidelines into the extension system of the country			
Targeted beneficiaries	Ethiopian Small-holder farmers in general and ACC/FPC/ farmers in particular			
Targeted geographies	The project is implemented across 4 zones in Oromia, 3 Zones in Amhara, and 2 zones in the former SNNPR. Service Centers established will be addressing the mechanization needs of FPCs located across 27 woredas (a minimum of 3 woredas per MSC) in these regions.			
Names of all key staff, titles, and contact details	Zewdu Ayalew (HO), **SPO mechanization**: 0918413024 Samuel Keno (OATC), **SPO** 0911356062 Awol Muhaba (AATC), SPO **mechanization**: 0975464546 and Dawit Hadera (TATC); 0930466899			
Key partners	MOA. RBoA, CO. Ag,			
Project budget		101,725,250 (SG-91,000,000)		Actual---------- (Subgrant only- 182,410,398)
Main funders	DANIDA/ RNA			

[1] Should match Results Framework, including any impact indicators.

2.2. Summary of overall performance

The project has implemented the following tasks:

Mechanization-related baseline studies were conducted in areas where the project is being implemented; standard MSC design was developed, evaluated, approved, and subsequently handed over to the MSC owners. Workshops for project launching and awareness creation were held in various locations, both at the national and regional levels. Procedures for owner selection were established, and MSC owners were chosen based on competitive criteria. Various MOUs were created to outline partnership modalities and were signed by partner institutions, including DBE, MoA, RBoA, and MSC owners. The ATI made efforts to stimulate machinery lease financing, which is to be supported by DBE, private machinery leasing institutions such as EthioLease, and private banks.

Out of the ten planned Mechanization Service Centers (MSCs), nine have been established, and the construction of civil structures has been sub-granted. Consequently, the construction of eight MSCs located in the Oromiya (4), Amhara (3), and central Ethiopia (1) regions has been fully completed, while the construction of one MSC in South Ethiopia is approximately 95% complete.

Agricultural Transformation Institute allocated and distributed a total of 182 million ETB in sub-grant funds for the construction of these nine MSCs. In comparison to the planned 91 million ETB, the construction costs for the MSCs have increased by 100%. This increase has been attributed to unprecedented inflation in the market prices of construction materials and changes related to design and site conditions that occurred during construction.

During the construction of the nine MSCs, initiatives were undertaken to enhance smallholder farmers' (SHF) access to high-quality, environmentally sustainable, and energy-efficient Mechanization Technologies. As a result, mechanization services were extended to a total of 137,000 smallholder farmers. These services encompassed tractor tillage, planting, chemical spraying, harvesting, threshing, and transportation operations.

Through MSC pilot initiative, the ATI has enhanced the capabilities of MSCs and private Service Providers by modernizing their services through the implementation of training and capacity-building programs. In this context, 43 machine operators and 11 farm machinery mechanics chosen from the MSCs underwent training, licensing, and certification. Furthermore, training was extended to 38 operators of tractors and combine harvester, along with 16 technicians specializing in maintenance and repair, to bolster the support for private mechanization service providers. Approximately 60 private service providers, comprising the management team, have received training and resources to proficiently manage mechanization enterprises. Additionally, leaflets and brochures have been created and distributed to promote the MSC business model.

Throughout the duration of this pilot project, MSCs received assistance to expand their machinery fleet, resulting in the acquisition of over 86 machines, through different financial agreements and donations. Besides, the project enabled the donation of more than 100 sets of tools and equipment, serving as workshop facilities for each of the 9 MSCs. Additionally, 3 MSCs have purchased more workshop equipment using subgrant funds, enhancing their capacity to provide maintenance services.

Furthermore, 2 inter-country exposure visits and Experience sharing events were conducted among MSCs. The institute also developed suitable training programs, identified training Curriculums, sorted out required training facilities, and developed Human Resource requirements and organization structures for full scale operation of Centers. Centers are expected to adapt or adopt the structure developed.

Consequently, the MSC pilot project has enhanced smallholder farmers' access to agricultural mechanization services, established nine mechanization service centers, improved access to environmentally sustainable and energy-efficient machinery, bolstered the capacity of service providers, and introduced a mechanization service model approach within the Ethiopian agricultural system.

2.3. Project structure

The MSC project has been implemented through a hierarchy of project administration and stakeholder engagement. It has established a project team working at federal and regional levels within the four implementation regions. The governance structure is depicted on Fig. 1.

The MSC Project Lead manages the project's activities and staff. He also served as the primary liaison among ATI and external stakeholders. Two project officers were collaborating with the team lead to oversee the various workstreams nationally. Besides, additional project officers were working in each region (4 in total) to assist in the implementation support and monitoring of project activities. High level issues were communicated through the team lead to ACC Senior director, and further to CEO level through the Senior Director as required.

The success of MSC project has always been concern for the institute's management as well. The SMT of ATI has considered MSC cases on several occasions and passed decisions and pinpointed solutions for different problems. Some high-level issues, such as subgrant amendment and no cost time extension were discussed at large on several occasions, sometimes in the presence of higher governmental officials (Vice minister for Ministry of Agriculture).

Furthermore, ATI has been supporting MSC owners to implement the project and be jointly responsible for the launching of all MSC activities across four regions. Technical steering Committees and their equivalent structures were supporting project implementation through rendering administrative, and Monitoring and evaluation supports. Several meetings have been conducted by stakeholders mostly in a monthly or whenever issues of special concern arise.

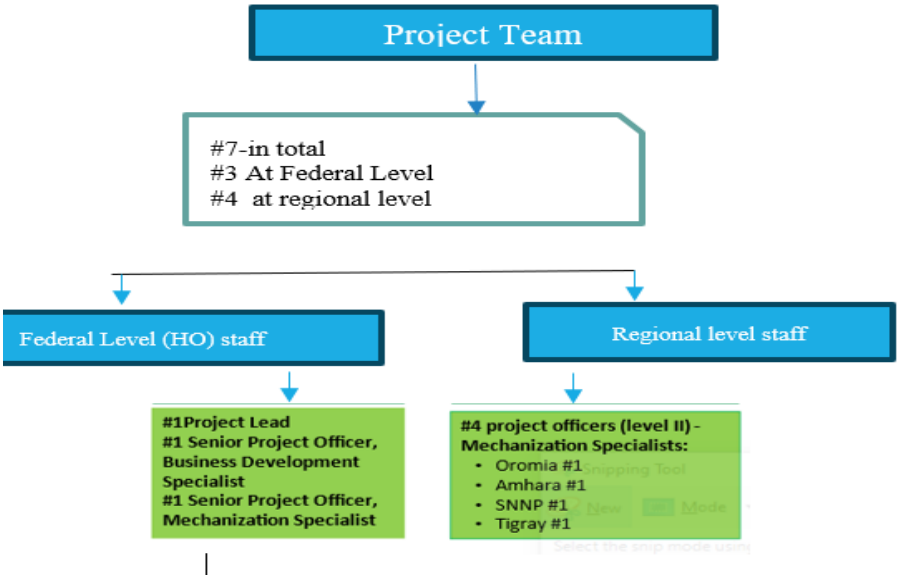

Figure 1 MSC governance structure at ATI level

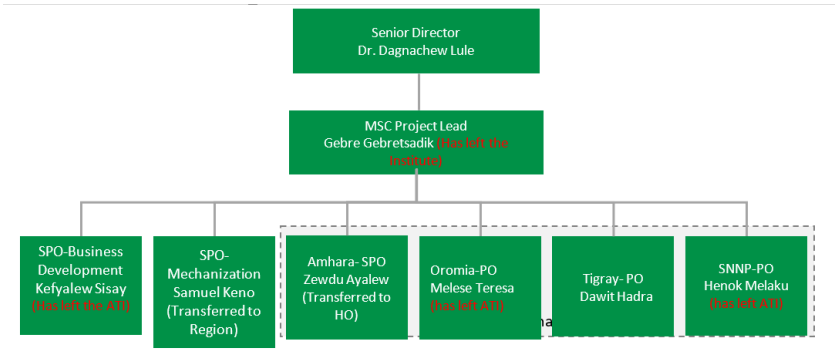

Figure 2. Recent staff in MSC project

2.4. Financial narrative

Baseline studies related to mechanization were carried out in the areas of project implementation; standard MSC design was developed, evaluated, approved, and subsequently handed over to the MSC owners. Workshops for project launching and awareness creation were held in various locations, both at the national and regional levels. Procedures for owner selection were established, and as a means of alleviating some of the financial burden on machinery service providers, the ATI pledged to subgrant 70% of the costs associated with the construction of MSC civil structures. Initially, it was projected that each MSC would require 13.9 million ETB for construction and to meet basic internal facility needs. The ATI's contribution amounted to 91 million ETB for the construction of 10 MSCs. However, for various reasons, the required subgrant for construction nearly doubled, increasing to 182 million ETB for the construction of 9 MSCs. Consequently, the signed subgrant was amended, and the ATI allocated a total of 182.4 million ETB for these MSCs. This suggests that each subgrantee has received, on average, about 20.2 million ETB as a subgrant from ATI.

The fund has been allocated to improve the agricultural system. It holds strategic importance with significant potential to bring about measurable enhancements in the use of mechanization. With

this financial backing, the nine Mechanization Service Centers have been equipped with state-of-the-art civil structures. Each facility includes a well-organized administrative building that houses essential offices and training rooms (2 training halls); a machinery repair workshop for performing inspections and maintenance on nearly all types of agricultural machinery; appropriately sized warehouses and storage spaces; spare parts sales areas; machinery sheds; a generator room; and additional structures built according to established standards. Moreover, each MSC is equipped with a demonstration field where the centers can conduct technology testing and demonstration activities in partnership with the extension system. The presence of such centers, furnished with various facilities and equipment and situated right where agricultural activities occur, will remain an asset to the national agricultural system for many years ahead.

3. Project Activities, Achievements and Challenges

3.1. Main Activities and achievements

Activity- MSCs standard design Developed and handed over for MSC owners:

According to the detailed technical requirements developed by ATI, a consulting Engineering firm has been assigned to develop Standard technical design of the MSC. The design included estimated total area of the compound required to deliver the services described together with the building complex. The building complex includes, administration and technical staff office, training room, spare part sales shop, warehouse, and machinery shed for tractor and combine harvester (where applicable). Additionally, the design includes machinery repair and maintenances shop with basic maintenance facilities, such as maintenance pit, tyre repair, welding area, work benches, and other necessary facilities. other basic facilities such as guard house, toilets, etc. are included. Moreover, the design encompasses Agricultural machinery practical training/demonstration area (land for practical training and machinery operation in the compound). Moreover, Sketches and 3D models and drawings. Necessary construction documents including working drawings, architectural, structural, and MEP (Mechanical, Electrical and Plumbing) design, technical specifications and Bill of Quantity and environmental and social impact assessment report were prepared. Such documents have been officially transferred or handed over to selected MSC owners.

Activity- Facilitate release of subgrants for MSCs physical infrastructure development

As an implementation modality for lifting part of the financial burden from machinery service providers, the ATI committed itself to subgrant 70% of the cost for construction of MSC civil structures. It was first estimated that each MSC will require 13.9 Mil ETB for construction and fulfilling basic internal facilities. Due to various reasons, the subgrant needed for construction has almost doubled, raised to 182 Mil ETB for 9 MSCs under construction. Hence, signed subgrant has been amended and ATI distributed a total of 182.4 Mil. ETB subgrant money for these 9 MSCs. This indicates that on average, each subgrantee received about 20.2-mil ETB subgrant money from the institute.

Activity - Develop Specification for purchase of Farm machinery for various commodities.

Mechanization service Centers were expected to have a machinery package which has been tailored to the specific area they are working and basic commodities they are supposed to serve. The intent was to have a broader package of agricultural machinery and attachments, which can apply for all MSCs to be established, considering the major commodities and other factors affecting the type, size and diversity of machinery for the MSC business. Hence detailed technical specifications of the machinery for 4 main commodities were developed and submitted to MSCs to serve as a menu for Mechanization Service Center operators from which they select as per their requirement. The technical specification preparation included the machinery types and attachments identified for each MSC site as per the recommended package for each MSC across all the operations, starting from land preparation to harvesting/threshing and transporting. Detailed specifications were prepared for a total of 60 different machinery. Required machinery were described in number and kind by Cluster.

1. Detail Specifications for Machineries proposed for wheat and Barly cluster,
2. List and detailed technical specifications for agricultural mechanization technologies required for sesame cluster
3. List and technical specifications of Additional Machineries proposed for Maize/Corn cluster

Activity- Technical support given to identify and access internal workshop equipment and tools for the MSCs:

All MSCs were expected to possess a well-structured and adequately equipped Machinery maintenance workshop. It was deemed essential to determine the necessary types of equipment and tools. The project team evaluated various areas, pinpointed crucial equipment, and formulated a comprehensive specification for the machinery, equipment, and tools needed to furnish the machinery repair workshops of MSC. A procurement bid was launched in the local market. However, ultimately, no suppliers participated. Several alternative methods were attempted to obtain workshop equipment, but these endeavors proved fruitless. Eventually, ATI extended an invitation to GIZ and provided the specifications for procuring materials from the external market. GIZ successfully secured over 100 unique pieces of workshop equipment (10 sets each), and both ATI and the Ministry of Agriculture (MoA) worked together to facilitate the transfer of these workshop materials to each of the 9 MSCs.

Activity- Establish steering committee to oversee project activities and conduct review:

The MSC project was designed to incorporate 'technical steering committee' as a governing structure. It is to be established within the 4 MSC implementation regions. This committee is composed of the most prominent stakeholders and partner institutions which have stake in the successful implementation of the project. A total of 27 SCs have been established at Federal, Regional, and Zonal levels, most of which were active up to the end of the project. Hence, established steering committee makes regular and non-regular reviews to evaluate and enhance MSCs construction performance.

Institutional membership may differ among regions and zones. However, presence of SC as a system supported ATI for obtaining administrative and even technical supports required under each MSC situations. Several discussions were made, decisions passed, site visits conducted, and project implementations closely monitored by SC members. This has given a good experience for ATI in its effort to develop strategic partnership with development actors in the project implementation areas.

Activity - Regular follow up and technical support given to ensure MSCs infrastructure development proceeds as per the standard design

The construction of MSC civil structures necessitated various activities and procedures for implementation. ATI established Project team to follow up the grant process and oversee the construction progressing as per the standard design. Supervisors were primarily appointed by the Zonal Housing, construction, and urban development departments, while the MSCs themselves engaged contractors. Continuous follow-up and technical support were provided by the supervisors and project team of ATI. To maintain consistency and quality in construction, all monitoring activities, scheduled visits, and technical assistance offered were aimed at ensuring the quality and timeliness of the construction process. In addition to regular visits and monitoring efforts, the ATI employed several techniques to assess the quality of construction. A Regional and Zonal Steering Committee was involved, site supervisors were assigned, regular monitoring and evaluation visits were conducted, and teams from regional and head office levels collaborated to ensure construction quality. Consequently, nearly all MSCs were constructed in accordance with the prepared designs and set quality standards, making minor adjustments as required.

Activity - Facilitate and organize experience sharing events among MSCs owners

The performance of the nine MSCs in delivering machinery hire services was not uniformly balanced. Additionally, the implementation of the construction of MSC Civil structures was at varying stages

across the MSCs. Consequently, it was thought that MSC owners could benefit from sharing their experiences and improving their performance by adopting best practices from one another. To facilitate this, ATI organized and conducted two experience-sharing events within the MSCs.

1. The first experience-sharing event was held to exchange insights into the organized operation of combine harvesters for mechanized wheat harvesting. This event took place in the expansive wheat fields surrounding Bekoji, within the Galema MSC.
2. The second event focused on sharing construction experiences from the Gibe-Dedesa MSC. At that moment, the construction status of Gibe-Dedesa MSC was more advanced compared to the other 8 MSCs. As a result, MSC managers visited the Gibe-Dedesa MSC to learn about best practices and procedures related to contract management, design validation, stakeholder engagement, and other potential construction facilitation methods. Consequently, most MSCs accelerated their construction progress after this event.

Activity- Identify skill gap and Provide business management training to SPs.

It was observed that existing Mechanization service providers have limited knowledge in proper management techniques in mechanization service business. An assessment was conducted to identify and gaps in managing MS were identified. Consequentially, gap filling business management training was designed and training given for a total of 60 MSC managers / business owners

Activity- Provide Training to Maintenance crew and agricultural machinery operators' of the MSP :

Different studies indicated that lack of trained machine operators and technicians who can diagnose problems, plan for proper Machinery maintenance activities, and practically implement maintenance and repair procedures for fixing problems in tractors and other farm machinery. Hence about 81 Machinery operators, and 27 Technicians or Machinery Maintenance practitioners were trained and awarded certificates of completion of training.

Activity- Support MSCs in developing training curriculum, training modules and Mechanization operation manual.**;**

ATI has developed more than 4 MSC based Training curriculums to be adopted for provision of level-based training. Besides, 3 training Modules were prepared with ADEY project which can be adopted for MSC use. Furthermore, a comprehensive Agricultural Mechanization operation Manual has been developed with special importance for running mechanization services using MSC approach.

Activity: Awareness created to Das, woreda SMS and Farmers to promote mechanization service across smallholder farmers.

All regional Agricultural Transformation centers gave training for Extension workers to introduce and integrate MSCs with existing extension systems. For special services as Combine harvester operation, some farmers were directly linked with nearby MSCs by signing service agreements ahead of operational calendar. Promotional brochures, leaflets, and posters developed and distributed for promoting MSC services.

3.2. Achievements versus targets

Project Impact –

The impact of MSC pilot project was stated as

- Increased income for farmers who use mechanization services.
- Increased farm production and productivity as well as reduced post-harvest losses through mechanized farming
- Improved investment conditions for mechanization service providers to start/expand operations.

Measuring the real impact of the project towards income contribution, improved investment conditions, and increased farm production, productivity and reduction of postharvest losses is yet to be assessed through analytical post-intervention survey. However, Contribution of MSC project implementation towards Improving production and productivity can be inferred as follows.

Various studies have shown that effective mechanization, which enhances tillage practices, enable the optimal execution of modern seeding systems, timely crop protection measures, and the application of sound harvest and postharvest management techniques, will ultimately lead to increased production and productivity. Therefore, the MSC project, by creating favorable grounds for implementing mechanized farming, has made a significant contribution to enhancing the production and productivity of various agricultural commodities. The table below presents baseline data, anticipated increases, and actual productivity improvements observed during the MSC implementation phases. However, it is important to note that the result does not specifically attribute the production increases solely to the MSC project.

Table1. % increase in production and productivity of priority commodities

Crop /commodity	Average Productivity (Qu/ha)			% achievement
	Baseline values	Overall project target (for2014)	Achievements (2014)	
Wheat	20.2	35.0	31.11	89
Barley	13.8	25.0	25.93	103
Maize	38.9	39.7	41.95	106
Sesame	3.6	4.1	6.74	164

The project also contributed to increased utilization of Combine harvesters and other post-harvest machinery. A total of 25 Combine harvesters and more than 7 mobile threshers have been in use by the nine MSCs. This, by itself, will have the potential to reduce postharvest losses during harvest, threshing and transport operations.

Outcome 1: - Increased production and productivity

According to the results of the MSC baseline survey conducted in 2019, a significant number of sampled smallholder farmers (SHFs) indicated that utilizing mechanization services reduced their time expenditure by 91% and decreased their labor costs by 86%. Additionally, a considerable fraction of

SHFs noted that mechanization led to a 45% reduction in post-harvest losses, a 42% increase in production volume, a 37% savings in expenses, a 33% rise in income, and a 25% enhancement in production quality. (Source: MSC baseline survey, February 2019) These results were further corroborated by the Focus Group Discussion (FGD), where participants affirmed that the use of mechanization boosts production volume. They reported that, through mechanization, they were able to harvest between 40 and 50 quintals of wheat per hectare, in contrast to only 10 to 20 quintals achieved through traditional farming methods.

Furthermore, they mentioned that mechanization saves time and labor, lowers costs, reduces planting and harvesting losses, optimizes seed rates, enhances weed management, conserves moisture for extended periods, and creates a micro-environment conducive to improved seed germination. They also noted that it positively impacted the market value of their crops. Therefore, the establishment and operation of MSCs near high production areas will undoubtedly allow farmers to reap these benefits. However, the degree to which these advantages have been realized using machinery and services provided by the MSCs remains to be quantified and validated through project impact assessments.

Output 1. Increase small holder farmers access to agricultural mechanization services.

Fragmented land ownership, coupled with the high costs associated with the acquisition and operation of agricultural machinery, poses significant challenges for smallholder farmers for mechanizing their farms. The Fee-for-Service model, implemented through the Mechanization Service Centers (MSC), has facilitated access to machinery for a large segment of smallholder farmers in selected high-production regions. The MSC initiative introduced a series of interconnected interventions, which included access to financing, capacity-building training, and the provision of machinery maintenance and spare parts supply services, all aimed at improving access to mechanization services for smallholder farmers. With the support of these packages, all nine MSCs intensified the delivery of fee-based mechanization services across various agricultural operations, such as tillage, chemical spraying, harvesting, threshing, and transportation. Throughout the project implementation period, MSCs served over 137,000 smallholder farmers using the available machinery fleet. This indicates that the annual service provision capacity of MSCs has increased from 5,400 smallholder farmers served in the 2012 Ethiopian Calendar to more than 46,350 in the 2016 Ethiopian Calendar.

This signifies a notable progress in improving access to mechanization services for smallholder farmers. The number of farmers benefiting from these services has steadily risen throughout the project implementation phase. The recorded number of farmers receiving mechanization services was 5,392, 15,000, 30,700, 39,574, and 46,300 during the budget years of 2020, 2021, 2022, 2023, and 2024, respectively. This pattern illustrates that a growing number of farmers have been increasingly encouraged to embrace mechanization services, acknowledging the concrete advantages of mechanization as emphasized in the baseline survey.

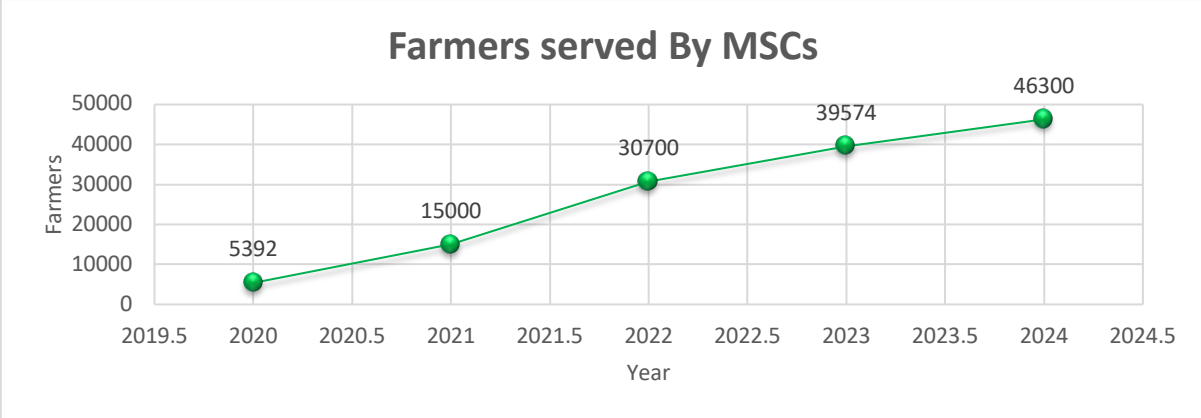

Figure 3. Annual progress on number of Farmers served by MSCs.

A team of M&E experts from different institutions, ATI Head office, Regional ATC, RBoA, ATI Focal Persons, Woreda OoA, and DA's, conducted Monitoring field visit in 2024. The team sampled 2 MSCs (Melik and Damota) for making MSC related assessments. Quality of service provided and level of satisfaction of beneficiary farmers have been assessed using M&E tools. The report has shown that the SHF interviewed were highly satisfied by the services rendered by the MSCs, and timeliness of its delivery (Fig. 4).

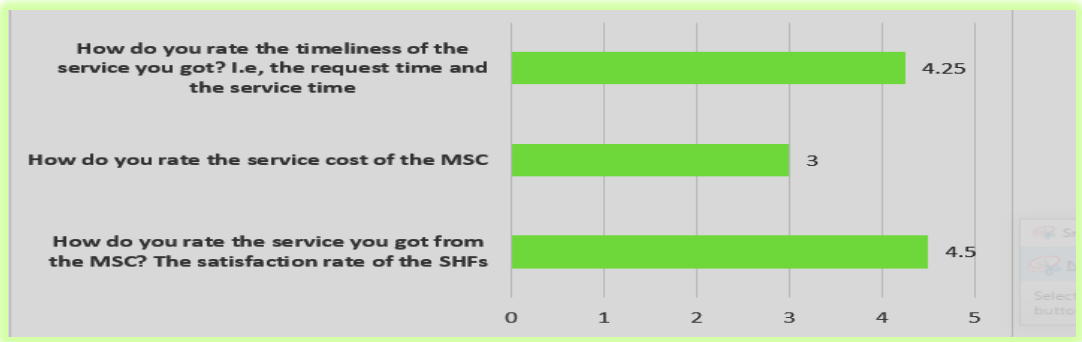

Figure 4. Responses of SHF benefited from MSC machinery services.

Output 2: Mechanization Service Centers (MSCs) established across Oromia, Amhara, SNNP and Tigray

The implementation of the MSC project has facilitated the establishment of MSC services in strategically chosen locations. As a result of these initiatives, the construction of 8 MSCs has been successfully completed (with one inaugurated); specifically, 4 in Oromiya, 3 in Amhara, and 1 in the Central Ethiopia regions. The construction of one MSC in the Wolayeta zone (Southern region), which is over 95% complete, is facing budget-related issues and therefore requires additional efforts to be fully completed according to the design provided. Similarly, the construction of another MSC in Tigray has been terminated due to security issues that arose in the area designated for MSC construction.

Table 2. List of MSCs established owners, location, and construction status.

Region	Name of MSC	MSC owner	Zone/location	Construction status
Oromia	Sikomando MSC	Sikomando FCU	Bale	Completed
	Galema MSC	Galema FCU	Arsi	Completed
	Ambo MSC	Ambo FCU	West Showa	Completed
	Gibe-Dedessa	G. Dedesa FCU	East Wollega	Completed
Amhara	Bure Damot MSC	Bure Damot FCU	West Gojam	Completed
	Gozamin MSC	Gozamin FCU	East Gojam	Completed
	Mandela Temesgen (Metema) MSC	Mandela Temesgen (Private)	West Gonder	Completed
SNNP	Melik Silte MSC	MELIK Silte FCU	Silte	Completed
	Damot MSC	Damota-Welayeta FCU	Wolayita	More than 95% completed

Standard MSC Civil structures constructed at each MSC are composed of the following Main components:

1. **Office building**- Placed in floor area of about 29X20 m^2, encompasses 8 rooms: 2 training rooms, different admin pool offices, meeting rooms, assembly hall, canteen, showers, toilets and others.
2. **Machinery Maintenance workshop** – placed on floor area of around 43 X17.2 m^2 M&R workshop composed of 13 rooms. It includes a machine shop, welding and machinery area, spare part warehouse and sales room, offices, shower rooms, and other related structures.
3. **2 Machinery sheds –** it is a place to safely shelter farm machinery during non-operation hours. All, except one, MSCs have two such shelters. The floor area is around 66X11 and 48 X11 m^2 which gives enough space for harboring more than 17 big machinery at the same time. Shades are sized for sheltering of Tractors. Some modifications were incorporated to size them to shelter Combine harvester.
4. **Generator house –** is a placement of standby power generator to be used during power disruption on the main electric power line.
5. The MSCs also have **other structural components** such as Guard houses, machinery washing pit, fire extinguisher setups, tyre maintenance area, septic tanks, and required electric and sanitary installations.

The consistency and quality of construction have been the central focus of all monitoring activities conducted, scheduled visits, and technical assistance offered. Alongside the regular visits and monitoring efforts, the ATI utilized several techniques to evaluate the quality of construction.

1. Steering committee and their equivalent functioning in each MSC have conducted several monitoring visits and gave guidance and discussed problems to keep the construction on proper track.

2. A joint M&E visit by ATI's M&E team confirmed that construction of sampled MSCs, though not fully completed, were progressing as per the standards set at MSC design. The quality of construction of sampled 2 MSCs scored excellent (fig. 7). (*Joint Monitoring Analysis Report, Feb.2024*)
3. Site supervisors assigned for each MSC by Zonal housing and construction departments were required to give written confirmation about the quality of work and its completeness every time they approve payment or contractors (*regional technical and financial reports*).
4. A team composed of ATI's Civil Engineer and project team members assigned to supervise constructions of these MSCs often visit most MSCs and prepared a technical report confirming quality of work in each place (Field reports produced).
5. MSC team members at Regional Centers also participated in the regular monitoring process and confirming quality of construction at various places.

Output 3: Access to good quality environmentally friendly and energy use efficient machinery and technical backstopping through a sustainable MSC model:

The core component of the MSC concept is to provide MSPs with high-quality machinery along with a sustainable business model. By entering into lease financing agreements with financial service providers, including private banks, DBE, or other machinery leasing firms, MSCs have been motivated to obtain loans for machinery acquisitions without requiring collateral. Moreover, governmental entities such as ATI and MoA supported MSCs in obtaining various agricultural machinery to improve and diversify their services. Consequently, through these arrangements, established MSCs have successfully expanded their machinery fleets and enhanced their service offerings. The overall number of MSC fleets has seen a significant increase. MSCs have acquired the following types of machinery.

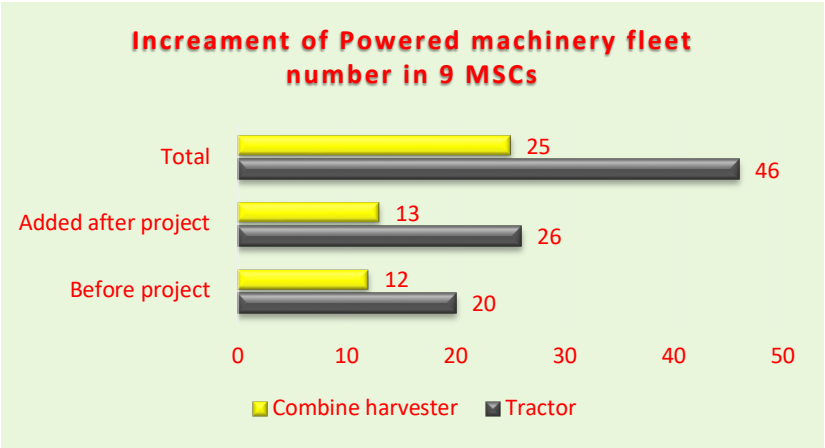

Figure 5. Machinery fleet number of Centers before and after MSC interventions

As shown in Fig. 5, the quantity of operational machinery (specifically Tractors and Combine harvesters) rose following the launch of the MSC project. This has resulted in a 122% expansion of the machinery fleet, thereby enhancing access to equipment for SHF. Furthermore, the project has progressed in realizing this outcome. Additionally, six (6) MSCs acquired 13 Combine harvesters and 26 tractors

through lease financing from commercial banks, DBE, and another machinery leasing firm (Ethio-lease). These machines have been operational since 2013 EC.

Output 4: Service Provider's capacity strengthened through ancillary services.

To strengthen service provision capacity of both the MSCs and private machinery service providers, the project has arranged technical training essential for providing quality machinery services for farmers. A total of about 81 machinery (tractor or Combine harvester) operators received machinery operation training and received driving licenses, 27 Technicians received machinery maintenance training and more than 60 managers trained in machinery and business management areas. These capacity enhancement training courses will increase accessibility and operational efficiency of machines, which, in effect, increase overall machinery availability. Besides, it was expected that when MSCs are capacitated with technical training, enhancing quality of service provided for SHF will create more demand for similar services, and conversely, reduces machinery down time.

However, accessing ancillary services, such as operators training, access to machinery maintenance, and access for spare part sales have been severe problem for private Service providers. For addressing such problems, these services have been incorporated with in the MSCs design and MSC will oversee delivering these services for any SP in need. For supporting the establishment of mechanization trainings units and machinery maintenance service provision units, different activities have been implemented.

1. Consultative and planning meetings have been conducted with the participation of stakeholder institutions and detailed Proposal document produced to establish training unit at MSCs. With this document, suggested training Curriculums and potentially useful training topics selected, required list of materials for establishing training Center identified, and approximate budget requirement estimates indicated. Furthermore, Human Resource requirements for establishing the training unit has also been determined. The document has been shared with MSCs and is ready for final stakeholder evaluation and approval (Annexed).
2. In consultation with stakeholders and MSCs themselves, the ATI supported the development of suggested organization structure with the most preferred Organogram for running MSCs at full level. Required human power with qualifications and level of experience identified, and detailed job descriptions prepared. The document has been shared with MSCs. However, the document still needs approval. (Document annexed)
3. ATI has identified and compiled a list of essential workshop tools, equipment, and machinery necessary for the initiation of maintenance services at the MSC level. Various methods were attempted to procure these materials from the local market, but these efforts were unsuccessful. Consequently, ATI collaborated with GIZ to source these materials from the international market. GIZ has successfully acquired over 100 different types (sets) of workshop tools and equipment delivered to the nine MSCs currently in operation. The majority of MSCs are utilizing these resources to commence maintenance and repair services within their facilities. It is anticipated that the equipment and tools received will provide the MSCs with the capability to initiate machinery maintenance as a significant ancillary service.

4. The 3 MSCs in Amhara region allocated part of the subgrant budget (about 6,275,476 Mil ETB) to purchase about 97 items of workshop equipment and machineries for maintenance purpose. Likewise, MSCs in Oromiya region tried to equip Maintenance workshops with locally made workshop benches, shelves, and other important materials.
5. All MSCs are expected to provide spare parts required for farm machinery and keep sufficient stock of these to avoid lengthy maintenance times. For starting this service, all completed MSCs have built the warehouse designed to hold and sale spare parts. Moreover, one MSC (Mandela Temesgen) has already created linkage with Machinery importers as well as machinery spare part suppliers and already started delivery of genuine spare parts for Service Providers in its working area.

Output 5: Introduced mechanization service model approaches together with service delivery guidelines into the extension system of the country.

The core aspect of the MSC service model involves the construction of standardized Civil Structures to facilitate and provide MSC services. This initiative has been realized through a collaboration between the ATI, as subgrant provider and project developer, and the MSC owners or subgrantees.

A substantial amount of subgrant funding has been allocated, resulting in the near completion of nearly all initiated MSC civil structures. ATI has fulfilled its primary responsibilities regarding the establishment of MSCs, and consequently, its involvement will be limited. It may assume a facilitative role in the comprehensive implementation of the MSC model. Nevertheless, the established MSCs are not adequately equipped to deliver the services they were designed to offer. Additionally, MSCs are deficient in the necessary materials and soft skills required for machinery maintenance services, training in mechanization, and spare parts sales services. Therefore, greater emphasis should be placed on ensuring that MSCs are adequately prepared for the tasks they are intended to perform. Furthermore, the project, along with the insights gained and recommendations for scaling up, should be transferred to the rightful owner of the project, the Ministry of Agriculture. More specifically, the mechanization service model and its associated approaches, along with service delivery guidelines, need to be incorporated into the country's extension system. Thus, the ATI may continue to provide support for the full implementation of the MSC model, completing the outstanding components (ancillary services) and developing comprehensive recommendations to hand over to the long-term owners.

4. Results of Mainstreaming Cross-cutting Issues

4.1. Environmental stewardship:

- Training and capacity building programs designed for MSC implementation incorporated training curriculums for machinery operators, which will educate them on environmentally responsible mechanization practices.
- Machines procured, with higher quality specifications than existing machinery in the country, lowering overall carbon emissions.

4.2. Gender Mainstreaming:

- All activities have been kept open to participation from women, especially new staff hires required at MSCs, and the applications from service providers.
- Having improved access to mechanization will liberate Women and youth from the day-to-day drudgery and time taking activities, enabling them to get involved in self-upgrading activities like education. Improved mechanization across the agricultural value chain stages implies reduction in manual labor practices traditionally assigned to women, saving their time and energy. Customarily, Women will always be heavily involved in laborious activities during planting, weeding, harvesting, threshing and product transport stages. Mechanizing these activities will (at least partially) freed women from such tedious activities.
- MSCs have provided farm machinery services for both men and women headed farming families. By this function a total of 137000 farmers have been served. Out of these more than 18% of beneficiaries were women farmers. This implies that Women and youth have been liberated from the drudgery and time taking activities to get involved in self-upgrading activities like education.
- Besides the project created several temporary and permanent jobs for women

4.3. Youth Employment Generation:

Mechanization Service Centers created jobs for youth in multiple ways.

1. Hiring of youths as machine operators – Nearly all machinery operators selected for receiving technical trainings were from youth groups. They received income from operating equipment on day-to-day /monthly bases.
2. Other job opportunities include in-house or on-field mechanic, sales representatives, and drivers for transport fleet etc.

5. Contributions to other ATI's Mandate Areas

5.1. Alignment Of MSC Project with ATI Overall Objectives

The MSC project aims to enhance access to mechanization services for smallholder farmers (SHF). It integrates custom hiring of agricultural machinery, machinery maintenance, provision of spare parts, and training services, all offered at a single location known as Service Centers. This goal aligns with the agricultural transformation agenda outlined in GTP 2, which primarily focuses on the commercialization of smallholder agriculture by addressing systemic challenges through a comprehensive, private sector-driven approach.

By establishing well-equipped Mechanization Service Centers, the MSC project has created a foundation for the effective execution of this essential service, namely, the commercialization of smallholder agriculture through the provision of mechanization services to Farmer Producer Cooperatives (FPC), individual farmers, and private mechanization service providers. In the forthcoming years, the existing MSCs are expected to significantly enhance the adoption of mechanization within their operational regions. Furthermore, the availability of these crucial services at the locations where they are most needed will assist smallholder farmers within the FPC framework in partially or fully mechanizing their farms. This initiative also aligns with and will contribute to the realization of the Ethiopian National Agriculture Mechanization Strategy, which aims to boost national food production and security through the improved and sustainable application of agricultural mechanization technologies, thereby supporting Ethiopia's goal of achieving middle-income status by 2025.

5.2. Contribution Towards Conducting Strategic and Analytical Studies.

The mechanization service Center pilot project is unique; it differs from earlier ATI mechanization initiatives by its approaches. It created an environment in which various mechanization services can be integrated to address issues pertinent for full-scale service provision. It is also unique that detailed analytical studies have been conducted and lessons have been incorporated in detail. Such high quality and detailed studies and produced designs will add to the ATIs counts in strategic and analytical inputs.

On top of these, development and implementation of MSC project demanded conducting different mechanization related studies, adding to ATIs strategic interventions. Baseline study conducted on mechanization status within the MSC intervention areas gave important background information regarding the status of mechanization application within the suggested intervention areas. The information generated thereby can be used to monitor the effects of various agricultural interventions to be conducted afterwards. It can also be utilized to measure spatial differences and sequential changes towards mechanization distribution and use.

A study conducted to make a detailed assessment and quantify saturation status and demand for combine harvesters in Aris and Bale Zones is another related study which shade light on current machinery density on high mechanization areas of Arusi and Bale zones. The outcome of the assessment indicated that there are rooms to accommodate more combine harvesters in the area. It encouraged MSCs to use more Combine harvesters without fear of absence of sufficient market. Such strategic studies conducted in line with implementation of MSC project will invariably add knowledge on mechanization level and available gaps in mechanization subsector.

5.3. Contribution Towards Provision of Implementation Support.

As a method of alleviating some of the financial strain on machinery service providers, ATI has pledged to subgrant 70% of the expenses associated with the construction of MSC civil structures. Initially, it was projected that each MSC would need 13.9 million ETB for construction and to meet essential internal requirements. However, for various reasons, the necessary subgrant for construction has nearly doubled, increasing to 182 million ETB for 9 MSCs.

Consequently, the signed subgrant has been revised, and ATI has allocated a total of 182 million ETB in subgrant funds for these MSCs. This suggests that, on average, each subgrantee has received approximately 20.2 million ETB as a subgrant from the institute. This funding has been designated for strategic purposes with significant potential to affect measurable improvements in the use of mechanization, thereby supporting the agricultural system.

With this financial support, the 9 Mechanization Service Centers have been outfitted with modern civil structures within the MSC compound. A well-structured administrative building has been constructed, complete with necessary offices and training rooms, as well as a maintenance and repair workshop to facilitate inspection and maintenance routines for nearly all types of farm machinery. Additional facilities such as warehouses, spare parts sales rooms, machinery sheds, generator rooms, and other structures have been established, which will serve as valuable assets for the national agricultural system for many years ahead.

Furthermore, each MSC features a demonstration field where MSCs can carry out technology testing and demonstration activities in collaboration with the extension system. The insights gained from managing the subgrant budget will be crucial for future planning and addressing challenges related to subgrants.

5.4. Linkage and Coordination Among Partners

The MSC project incorporated 'technical steering committee' as a governing structure. It is established within the 4 MSC implementation regions. This committee is composed of the most important stakeholders and partner institutions which have stake in the success of the project and can support in monitoring project implementation. A total of 27 SCs were established at Federal, Regional, and Zonal levels. Most were active up to the end of the project.

Steering Committee members were actively engaged in giving strategic and implementation support for the success of MSC project in each region. Most members used their influences to fully support mechanization Centers for securing land for construction of civil structures. They gave administrative and technical support and were involved in seeking solutions for challenges faced by each MSC.

Institutional involvement and membership may differ among regions and zones. However, presence of SC as a system supported ATI for obtaining administrative and even technical supports required under each MSC situations. Several discussions were made, decisions passed, site visits conducted, and project implementations closely monitored by SC members. This has given a good experience for ATI in its effort to develop strategic partnership with development actors in the project implementation areas.

6. Challenges

1. **The rise in market price of construction materials** - During the earliest times of project implementation, the market price of construction materials skyrocketed. Almost all materials have shown a high increment, which was more than double in most cases. As a result, all contractors requested for price adjustment incurring high construction price, which ATI has been not prepared to handle. Arguments triggered by such unforeseen incidence lasted for long and MSC construction has taken full of the project's lifetime.
2. **Mismatches between design and BOQ** – there were several places on the design of civil structures which has marked differences from the given BoQ. Such differences were part of the differences between contractor and the project implementer. These differences and resulting disagreements were part of the causes for delay in project implementation.
3. **Lack of motivation of Contractors' hired** contractors hired lost motivation due to price escalation. This has been one critical area which affected speed of project implementation.
4. **Construction Site/ topography related problems**- site adaptation of the structural design was not properly worked. In some places, construction sites permitted by District Governors were not suitable for construction. In most cases unplanned site works, retaining structures, cut and fill works, etc. were required.
5. **Epidemic (Corona) and Security related problems** - in some places' construction delays were caused by the epidemic.
6. Construction quality and design deviation (Melik, wilayat and Ambo)
7. Unavailability of internal facilities at local market and delayed procurement of the same materials from abroad. ATI was forced to seek assistance from GIZ for filling such gaps.
8. DBE has terminated its deal with MSCs before machinery are purchased, Lease financing arrangement with DBE was not fully realized.

7. Project Evaluation Details

This section is intended to capture details from formal evaluations and provide an opportunity for project team members to reflect on the evaluation findings (either from the Evaluation & Learning team or an outside consultant or firm).

7.1. Key Lessons and Reflections From the Project Team

On the basis of economic, social, and technical benefits of mechanization, the demand has been increasing from time to time. Migration of young people from rural to urban areas aggravated labor shortage for farm activities, adding to more needs for mechanization. Hence the demand for mechanization services in Ethiopia is more than ever.

On the other hand, it has been known for long that most smallholder farmers cannot afford the high cost of machinery ownership, nor would owning a machine be economically viable for sole use of small-holder farmers. The number of mechanization service providers serving smallholder farmers is very few. Even those working in mechanization business are functioning at marginal capacity, declining from investing more, due to their risk averting strategies. They also lack access to investment capital. The substantial risk involved in business dealing with smallholder farmers, and limited support packages available are other issues working against investing in mechanization services. Absence of technically trained persons for operating and maintaining modern machines, and absence of proper training and capacity building programs, are eminent setbacks for development of functional service delivery system for mechanization in Ethiopia.

The MSC project was designed to combat these issues and create more access for farm machinery services. However, due to lack of full-scale implementation, the contribution of MSC project has not been fully demonstrated at this time.

Despite these limitations, the project, by establishing well designed, multi-functional MSC Civil structures at the very place of use, still contributed to the achievement of one of the ATIs agenda deliverables; Develop and roll out a sustainable mechanization supply chain and service provider business model to reach segments of farmers.

Furthermore, if proper measures are taken to fully functionalize established Centers, the MSC setup created by the project can still address the following systemic bottleneck identified in Agricultural Mechanization strategy.

- Centers can serve as a demonstration site and become effective distribution models for agricultural technologies.
- Presence of well-equipped and functional Center and establishment of functional training unit within MSCs can enable to enhance awareness of mechanization among farmers.
- suggested and tried lease financing and machinery leasing approaches can be extended to other similar areas and fill gaps in availability of financial to facilitate the use of mechanization.
- Presence of functional Spare part sales unit within MSCs can solve one of the critical problems of MSP; Lack of available spare parts and after-sales services.

Thus, the following lessons have been drawn from the project implementation and achievements gained so far.

- As opposed to Cooperative owned MSCs, privately owned center has shown marked difference in project implementation, grant and contract management, as well as in time management. Mandela Temesgen MSC, the only privately owned MSC, was among the first to complete construction. This privately owned Center was also good in exploring approaches for implementation of new service areas. Mr. Mandela has already signed MoU with machinery and spare part importer companies and started machinery and spare parts sales within the MSC compound. This shows that Decision making capability of private owners is much better than those owned by Cooperative unions. Thus, future interventions or MSC establishment activities need to consider such qualities and give more focus for private sector ownership.
- Construction procedures should be re-evaluated, and ATI may need to take less part in handling construction related responsibilities. Lessons on construction procedures (standardization), supervision modalities and other related issues should be reconsidered.
- Promotion and implementation of ACC / FABC approach that encourages commercial agriculture is very crucial for better application of MSC approach. Besides creating linkage and networking of FPCs with MSC services is essential.
- It was reported (Silte zone) that MSCs created access for mechanization for SHF even in the remotest places in the Zone. The mechanization service center introduced new technologies as combine harvesters, tractors, row seeders, sprayers, etc. to rural community. Hence any initiative to establish new MSC should consider the best place to introduce new mechanization operations.

- ***Success Story:*** Smallholder farmers previously struggled with expensive harvesting costs. However, with the MSC's machinery, they now receive harvesting services at an affordable rate of 300 birr per quintal (qt). This is significantly lower than the private sector's price of 400 birr/qt. As a result, farmers can efficiently harvest their crops without much financial difficulties (Reported from Melik Silte MSC).

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

*Discuss whether the project is suitable for scaling or continuing. Explain why or why not. Choose the scenario below that best fits the project situation and complete only **one** of the following boxes.*

8.1. Reason for Project Transition and Expected Next Steps.

For projects that are ending with no formal handover:

Explain why the project ending and what is happening next, if anything, for the project.

Completing project implementation time and lack of budget to further extend implementation

For projects that are being handed over to long-term owners:

Agricultural mechanization service is having a positive impact on SHFs. It makes difference in the way farmers practice farm operations. It is crucial in accomplishing farm operations timely, reducing cost, improving product quality and volume. To enhance access to mechanization services, established MSCs should play their role as a pilot and beyond. The MSCs, along with private service providers, will continue to play key role for better agricultural mechanization services. However, they should be encouraged to do effective business in mechanization services and, if needed, supported by capacity building initiatives that can improve the decision-making capacity and establishing competitive mechanization businesses. Hence,

- As per the project design, MSCs should assume end-to-end mechanization services, enabling farmers to practice mechanization along the chains of production operations, starting from land clearing and tillage to transport and storage. If covering all operations at the same time looks difficult due to lack of sufficient demand for some operations, MSCs should aim to provide major services using packages of important machineries (Tillage, planting, harvesting, etc.)
- MSC owners should show full commitment to strengthen and modernize already started machinery service provision business rendered for SHF. Modernizing this Machinery hiring business may include adopting digital tools and incorporating other important field operations needed to solve critical agricultural problems.
- MSCs are highly encouraged to adopt or adapt organizational structure developed for MSC function. Till this is practical, recruiting few technical people will support in putting various technical issues on the ground and paving the way for practical application of MSC functions will be very important. Hence, to start with, MSCs should increase their service provision capability by employing qualified operators and at least on mechanization program manager.
- MSCs should start giving Machinery maintenance and repair services using available maintenance and repair tools granted to them. Most are using these tools to maintain their own machinery. However, they should broaden their service by addressing the

needs of other service providers. This will also serve as a source of huge income by giving decent and important service.

- MSCs should start sales of Spare parts by creating linkages with spare part importer companies. For this, lagging MSCs can take lessons from Mandela Temesgen MSC who already created business linkage, broaden his service, and is already generate income.
- MSCs should invest to equip the centers with any remaining workshop tool, equipment, and machinery as well as office and training room facilities at the soonest possible time.
- MSCs should be properly linked and integrated with extension systems and thereby linked with SHF requiring services. Extension system should actively be involved in promoting MSC and their services.
- Presence of market for rendered services is very essential. Likewise, all FPCs (PABCs) should be using mechanization services for modernizing their farms. Hence the ATI, with the extension system, should catalyze this symbiotic relationship by linking MSCs with FPC (PABCs) farmers for creating market for MSCs while farmers get timely and efficient machinery services at properly determined service prices.

For projects that are merging:

Explain what is anticipated to be different in the merged project and any suggestions for the new team

9. Final Engagement with Government Partners

Describe what final steps were taken to transfer or close the project with partners, including any key communications
MSC related documents, experiences, and any take away information will be handed over to the extension system during project handover.

10. Project Closure Checklists

Please use these checklists to help ensure all administrative, contractual, and record keeping closure activities have been completed.

10.1. Administrative closure checklist

The following activities must be completed prior to final project close-out or hand-over

☐ All assets, products, or services have been appropriately transferred to future implementers and/or returned to funders

☒ Confirmation from 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 the course of implementation

☒ Audits for any sub-grants have been completed

10.2. Data, documentation, and project records checklist

The following materials should be collected and kept in a central project repository

☒ 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

---

☒ 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

Annexes

Project evaluation report

Others

- Suggested Technical documents to be handed over in soft copies.
  - More than 6 documents produced by the team (project design, structural and architectural designs, Detail machinery specifications for different commodities, list and spec of workshop materials, Study documents for HR requirements and organogram for full level MSC function, Mechanization operational manual, training curriculum and suggested training topics for MSC and others.