Innovative Ideas, Pragmatic Solutions and Empowerment.

HEARD Project Final Evaluation Validation Workshop

Draft Report

Habtamu Tadele
Frontieri Consultancy

25 March 2024
International Livestock Research Institute
(ILRI)

Presentation Outline

Brief About Frontieri Consult

1. Introduction

2. Methodology

Major Findings of the Final Evaluation

3. Quality of public and private veterinary services

4.Technical Competencies and Incentives for VS Providers

5. Food safety of primary products and zoonotic disease control

- Relevance
- Coordination, complementarity, and EU-added value
- Intervention logic, monitoring, and learning
- Effectiveness
- Efficiency
- Sustainability

6. Early signs of impact, cross-cutting issues, and communication and visibility

7. Conclusion and Recommendations

4 Offices
In 4 Different Countries



60+
Permanenet staff

15+
Years of Experience

200+
Projects

About Us



www.frontieri.com

Our clients

UN Agencies

World Bank Group (WBG)

Africa Development Bank (AfDB)

Foreign, Commonwealth & Development Office

NGOs/ INGOs

FDRE Governmental organizations

www.frontieri.com

1. Introduction

Sustainable Food Security

-1.128 MT meat
- 74 M eggs
- 5.2 B liters milk

>30% Agri labor – 70%

Poverty reduction & Climate resilience

Livestock sector's contribution

Job opportunity and employment

- 45% of AG GDP
- 20% GDP

GDP (Economy)
Export Earning and Income generation

About 16 -19%



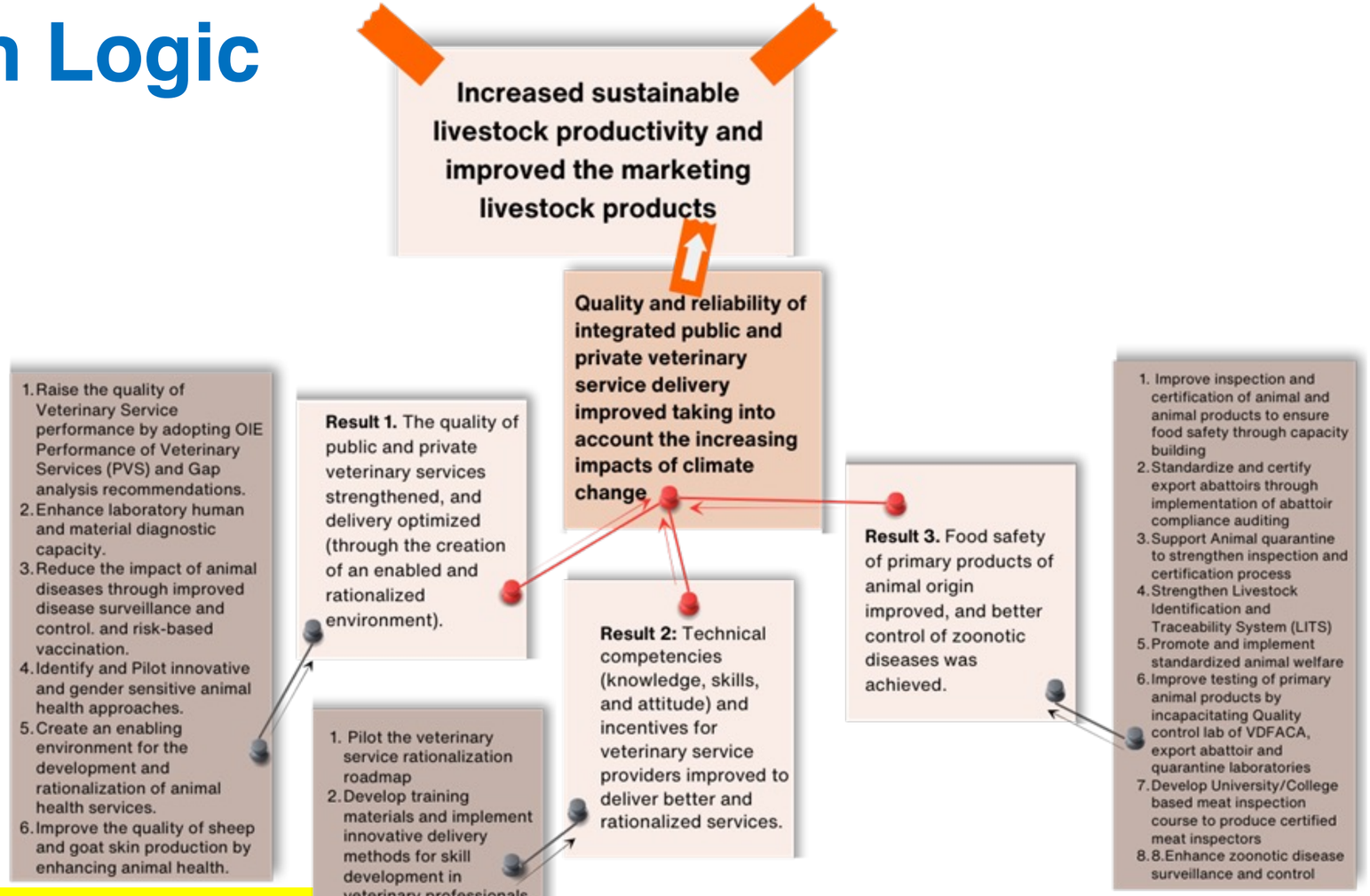
1. Introduction

- The HEARD is a 15 million Euro EU-funded program implemented by the five joint institutions in the three regions, namely Somali, Amhara, and Oromia.
- The Overall objective of the HEARD project is to "**Increase sustainable livestock productivity and improve the marketing of livestock products**“
- The Specific Objective – to **Improve quality and reliability of integrated public and private veterinary service delivery**

Objectives of the Evaluation

- Evaluate extent to which HEARD achieved intended goals and objectives
- Identify outcomes and impacts realized and assess alignment with targets
- Investigate factors influencing the HEARD project design and implementation
- Generate actionable recommendations for future interventions based on lessons learned

Intervention Logic



Response to the Impact of COVID-19 in Animal Health

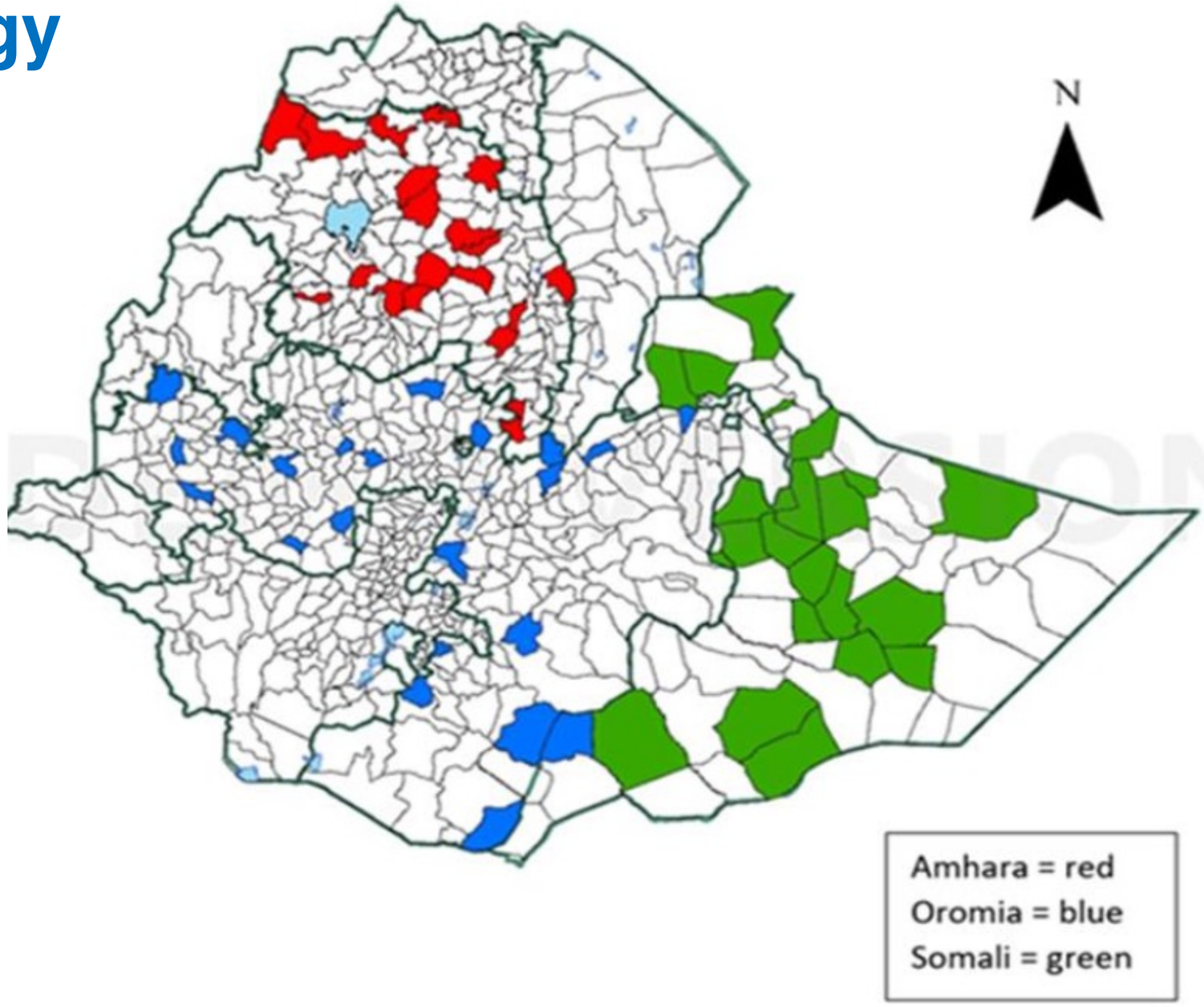
Adaptation of activities; Strengthening resilience; Information dissemination; Capacity building; Collaboration and coordination

HEARD TAT Service

Technical expertise; Planning and review; Capacity building; Monitoring and Evaluation; Knowledge Exchange

2. Methodology

Project target Woredas



2. Methodology

- Final evaluation was conducted using OECD/DAC criteria and EU coherence criterion
- Network analysis approach to understand stakeholder relationships

Sampling Strategy

- Evaluation at federal, regional, woreda, kebele levels
- Six (6) woredas purposefully selected - later 21 sample Woredas
- **Criteria**: Involvement in Components 1 and 2, representative sample
- Interview respondents chosen from stakeholder mapping
  - Regional and Woreda Level Stakeholders
  - Animal Health posts
  - Private Vet Practitioners, Unemployed vet graduates, Selected Women group
  - Vet professionals and paraprofessionals
  - Indirect Stakeholders

Sources of Data and Methods of Data collection

KII from the three regions

No	Category	Somali	Oromia	Amhara	Total
1	Livestock Traders		2		2
2	Private vet practitioners (drug vendor/vet clinic/unemployed graduate)	6	12	12	30
3	Selected Women Group	2	1	6	9
4	Vet Professionals and Paraprofessionals	-	1	3	4
5	*Woreda* Animal Health Office	2	2	4	8
6	*Woreda* Vet Clinic	2	3	2	7
7	Animal Health Post	3	3	3	9
8	Regional Livestock Agency	1	2	1	4
9	Regional Vet Laboratory	1	1	1	3
10	Private Banks	1	1	1	3
11	University/College	1	2	2	5
12	Labour Bureau (Industry Job Creation Office)	1	1	1	3
13	Regional HEARD Project Coordinators	1	1	1	3
14	PPR Eradication Regional Branch	1			1
	Total	**22**	**32**	**37**	**91**

Additionally

- **12 KIIs** at federal level
- **5 FGDs** in 3 woredas
- **15 observations** across regions

Secondary data – Desk review

- Project reports, assessments, monitoring data
- Policy documents, databases from MoA, partners
- PVS Assessment and Gap Analysis Report
- Published materials

3. Quality of public and private veterinary services

- Relevance
- Coordination, complementarity, and EU-added value
- Intervention logic, monitoring, and learning
- Effectiveness
- Efficiency
- Sustainability

Alignment with National Strategies

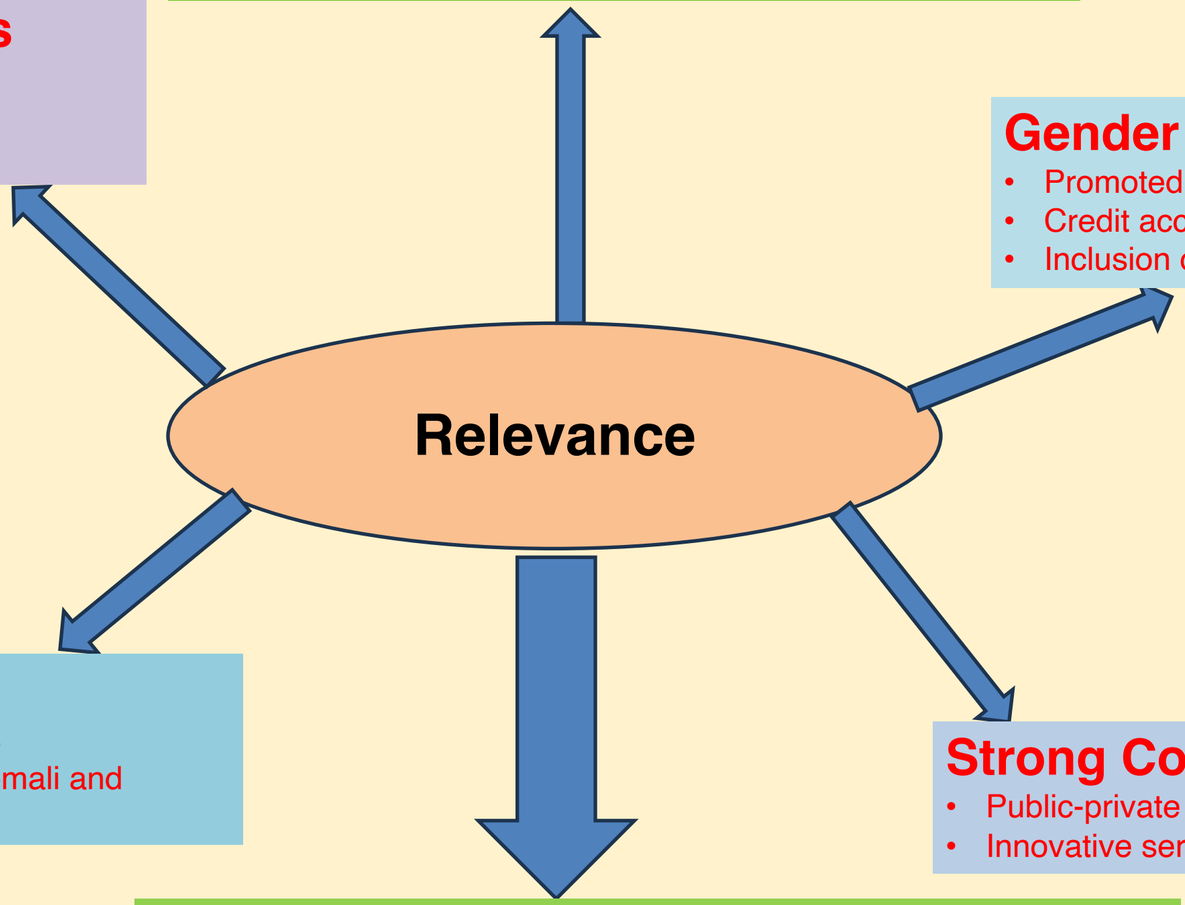
- Livestock Master Plan (LMP)
- National Animal Health Strategy (NAHS)
- Addressed gaps in PVS reports

Tailored to Local Needs

- Leveraged regional institutions
- Responsive interventions
- Engaged stakeholders

Gender Inclusion Approaches

- Promoted engagement of Women in VS
- Credit access for women graduates
- Inclusion of women beneficiaries



Adaptability to Risks

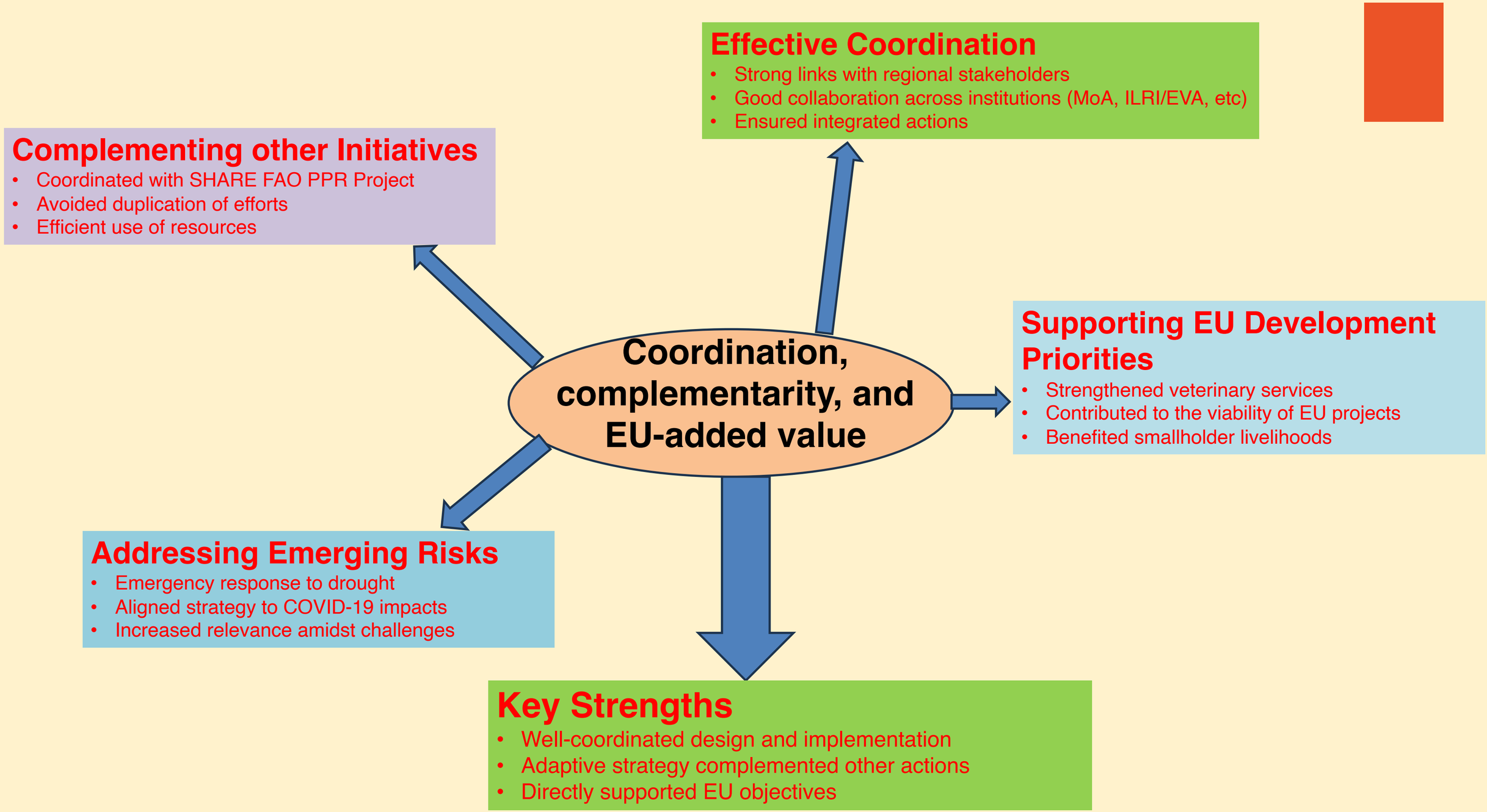
- Responded to COVID-19 impacts
- Adjusted during drought in the Somali and Oromia regions

Strong Coordination

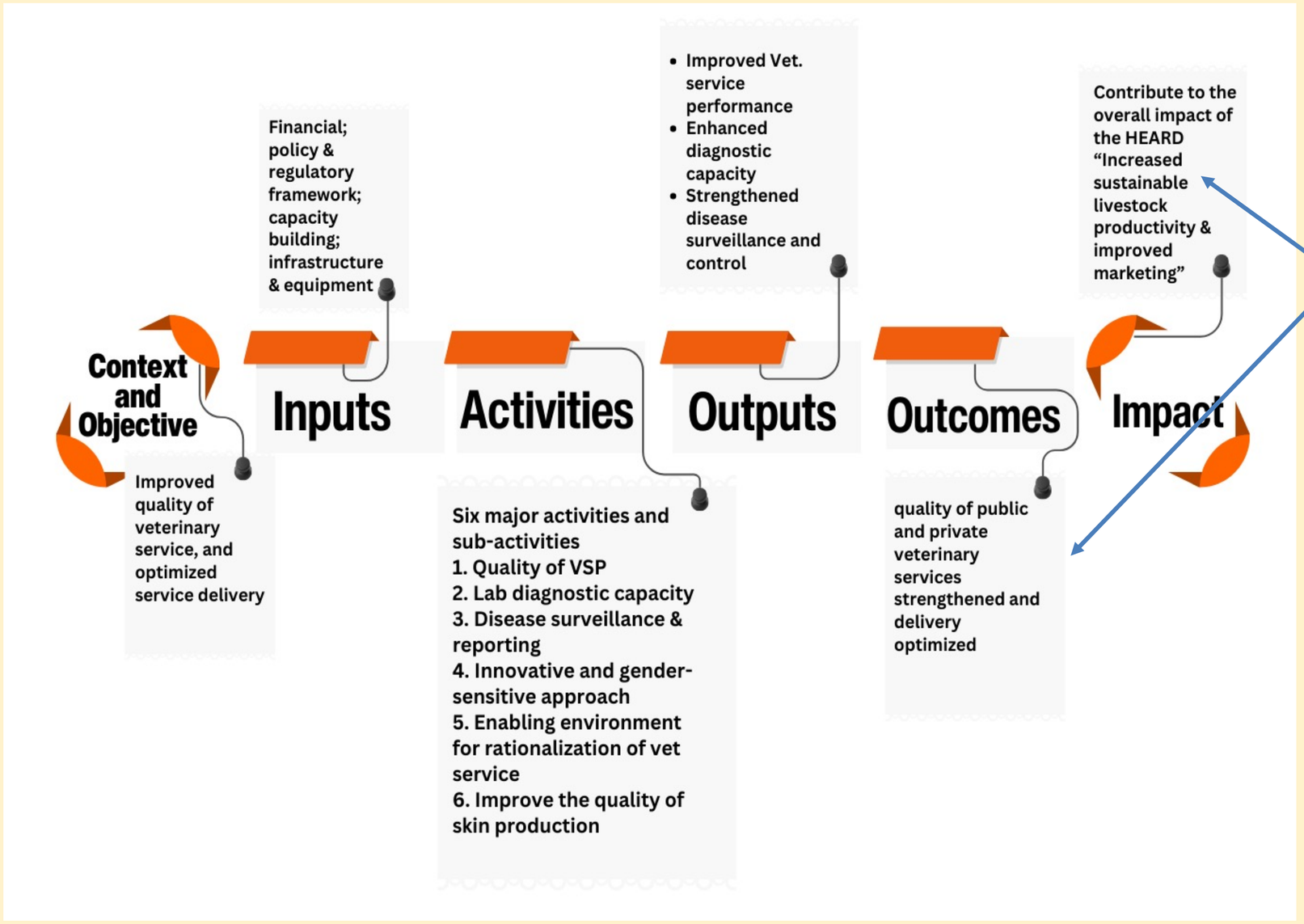
- Public-private partnerships
- Innovative service models

Overall conclusion

- Highly relevant design and implementation
- Continued engagement enhances outcomes
- Adaptability supports sustainability
- The three regions account for > 70% of cattle, sheep & goat


Effective Coordination
• Strong links with regional stakeholders
• Good collaboration across institutions (MoA, ILRI/EVA, etc)
• Ensured integrated actions
Complementing other Initiatives
• Coordinated with SHARE FAO PPR Project
• Avoided duplication of efforts
• Efficient use of resources
Coordination, complementarity, and EU-added value
Supporting EU Development Priorities
• Strengthened veterinary services
• Contributed to the viability of EU projects
• Benefited smallholder livelihoods
Addressing Emerging Risks
• Emergency response to drought
• Aligned strategy to COVID-19 impacts
• Increased relevance amidst challenges
Key Strengths
• Well-coordinated design and implementation
• Adaptive strategy complemented other actions
• Directly supported EU objectives

Intervention logic, monitoring, and learning



Challenging Impact Targets and Measurement

- Limited financial resources, time, and other inputs to change productivity
- Baseline, targets not well defined
- Multi-factorial Productivity Factors
- Lower Community Engagement
- Progress was measured only based on activity accomplishments
- TAT mobilization delays – **18 months**

Effectiveness

Strengthened Infrastructure	• Equipped clinics and laboratories • Upgraded facilities

Enhanced Capacities	• Trained experts in SOPs, labs, DOVAR, ADNIS, PDS
	• Strengthened disease reporting
	  • DOVAR completeness increased from 45% to 71.1% in 2022 - NL
	  • DOVAR coverage: 98.8%, 93.5%, and 43% in the Amhara, Oromia, and Somali regions, respectively.

Improved Access to Services (Public-Private Partnership)	• Vet clinics provided quality care (Oromia: services improved from **43% to 78%)** • Private sector opportunities created (Unemployed vet graduates involved) – Women engagement • Access to credit – Tseday, Sinqee and Shebele Banks
Improved Disease Control	• PDS enhanced (40 PDS in Amhara, 40 in Oromia, and 25 in Somali) • Risk-based vaccination campaigns conducted on PPR (**1.0, 1.7, and 4.8 million shoats** in Amhara, Oromia and Somali, respectively) • Risk-based vaccination against priority D+ (**3.7 M** in Oromia & **1.3 M** in Somali regions)

Effectiveness

A key informant from Negele Arsi:

"One veterinary clinic in our Woreda has been upgraded from type "B" to type "A" through HEARD project support. However, two type-C clinics (Ashoka and Dole clinics) still require improvement in terms of infrastructure and resources, such as electric power, water, and laboratory materials. The upgraded woreda clinic has been instrumental in providing quality veterinary services and has played a significant role in successfully implementing our yearly plan in the woreda. However, apart from the equipment and materials provided for the Woreda veterinary clinic, no other clinics have undergone maintenance or rehabilitation. Therefore, the two veterinary clinics require maintenance and rehabilitation to ensure quality veterinary services in the woreda." [*Woreda* AH Head, Male, Negele Arsi, Oromia Region]

A narration from the Tseday Bank focal person:

"In my opinion, our Bank has created reasonable jobs for youth in animal health/clinics and farms. The project came with funds close to 7 million birr and our bank has contributed around 2.5 million birr additional credit. We gave on average about 200,000 birr loan per person with an 8% interest rate. In addition, we have several branch offices in the different Woredas that can support the youth when they encounter any problem. As we know HEARD project was fruitful in creating jobs for youth in the animal health sector before the war." [Tseday Bank focal person, Male, Bahir Dar, Amhara Region]

A private service provider in the Somali region, presented the engagement of private VS providers and their challenge as follows:

"We have witnessed several improvements in the veterinary service delivery since the 2011 OIE-PVS evaluation report, specifically in engaging private service providers. Now, there are several opportunities created for private service providers. As a private service provider, we partnered with HEARD to support vaccination campaigns. However, we still have several challenges including the dominance of illegal drug suppliers and the subsidized cost of service in public veterinary clinics. This is a very significant problem in the Somali region and there should be a solution for this to strengthen the private sector." [Private VS provider, Male, Jigjiga, Somali Region]

Effectiveness

VS type	PVS 2011			PVS 2022		
	Central level	2nd level	Field level	Central level	2nd level	Field level
Physical resources	3	3	3	4	4	3
Capital investment	3	3	3	4	4	3
Veterinary laboratory diagnostic capacity/access to diagnosis	4	4	3	5	5	4
Passive surveillance, early detection, and epidemiological outbreak investigation	2	2	2	4	3	3
Active surveillance, and monitoring	3	3	2	4	4	3
Early detection and emergency response	3	3	3	4	4	3
Disease prevention, control, and eradication	3	3	2	4	4	3

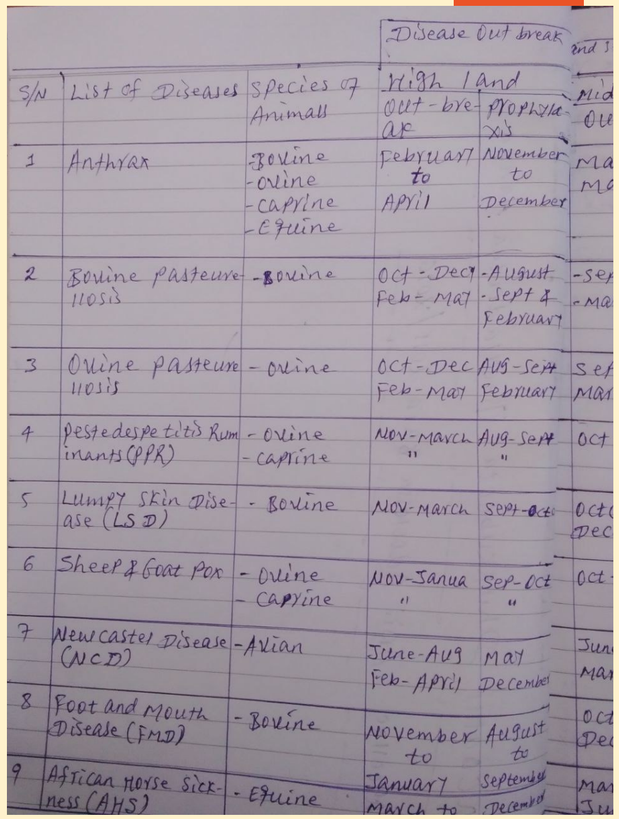
Effectiveness







Equipped veterinary clinic and laboratory in Negele Arsi



S/N	List of Diseases	Species of Animall	Disease Out break High land Out-bre-ak	Prophyla-xis
1	Anthrax	-Bovine -Ovine -Caprine -Equine	February to April	November to December
2	Bovine pasteure-llosis	-Bovine	Oct-Dec Feb-May	-August -Sept & February
3	Ovine pasteure-llosis	-Ovine	Oct-Dec Feb-May	Aug-Sept February
4	Peste despe tits Ruminants (PPR)	-Ovine -Caprine	Nov-March "	Aug-Sept "
5	Lumpy Skin Dise-ase (LSD)	-Bovine	Nov-March	Sept-Oct
6	Sheep & Goat Pox	-Ovine -Caprine	Nov-Janua "	Sep-Oct "
7	New Castel Disease (NCD)	-Avian	June-Aug Feb-April	May December
8	Foot and Mouth Disease (FMD)	-Bovine	November to January	August to September
9	African Horse Sick-ness (AHS)	-Equine	March to	December

Recording system in Negele Arsi

Effectiveness





Private beneficiary 1 in Negele Arsi





Private beneficiary 2 in Negele Arsi

Effectiveness







Sample Vet equipment supply in Amhara



Maintained Vet Clinic in Bati



Maintained door of Bahir Dar Reg. Lab

Effectiveness

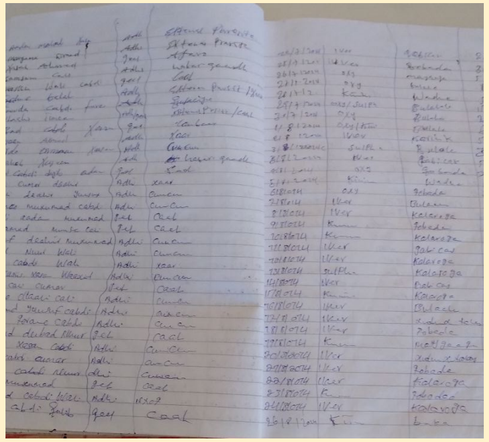












Equipment and consumables supplied to Dagahabour vet clinic

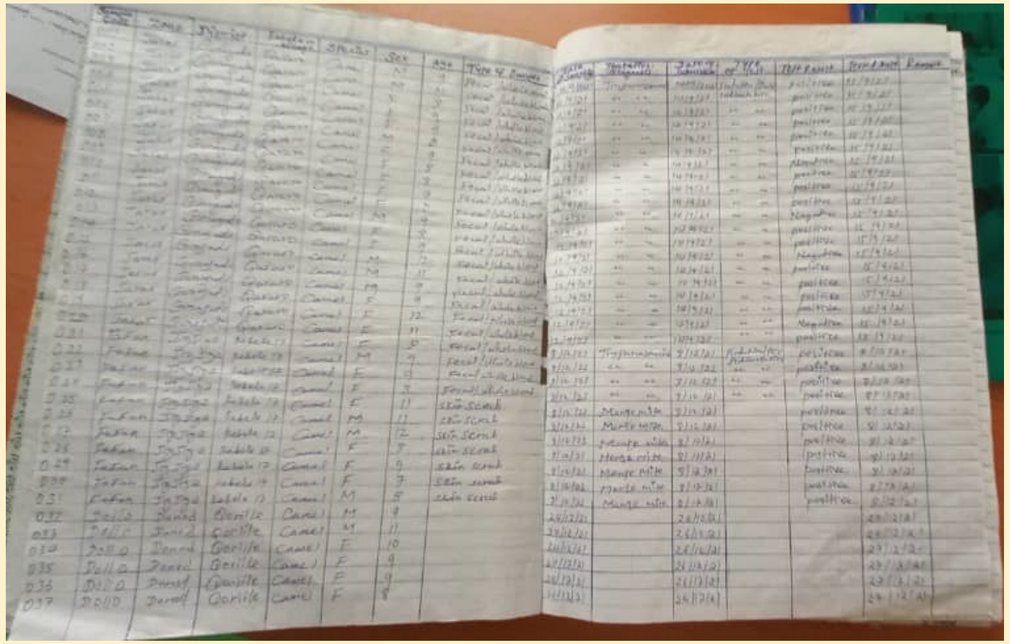
Effectiveness







Jigjiga Regional Veterinary Laboratory



Effectiveness

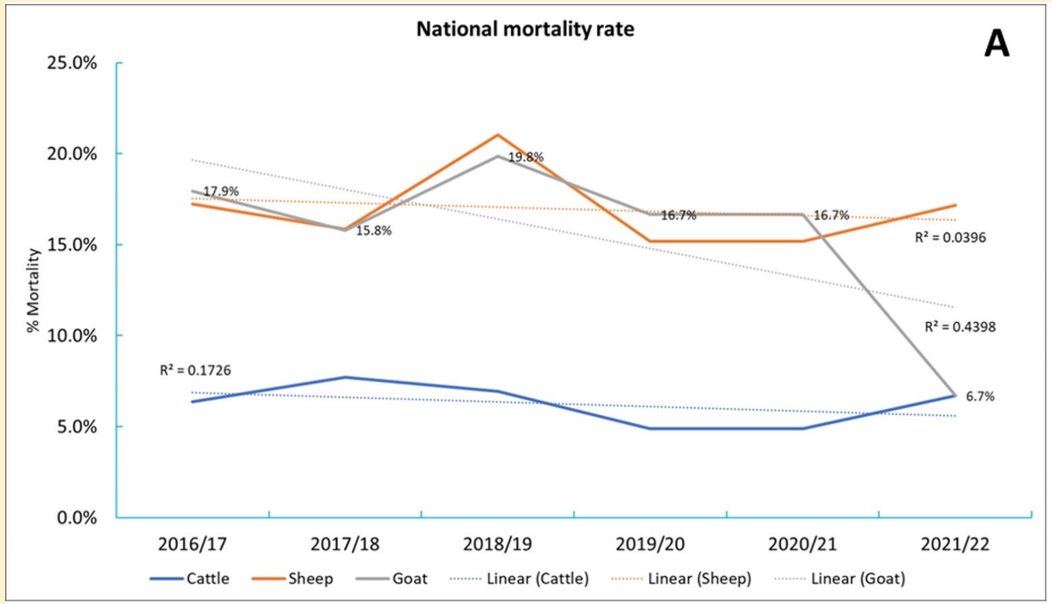
Enhancing Shoat Skin Quality

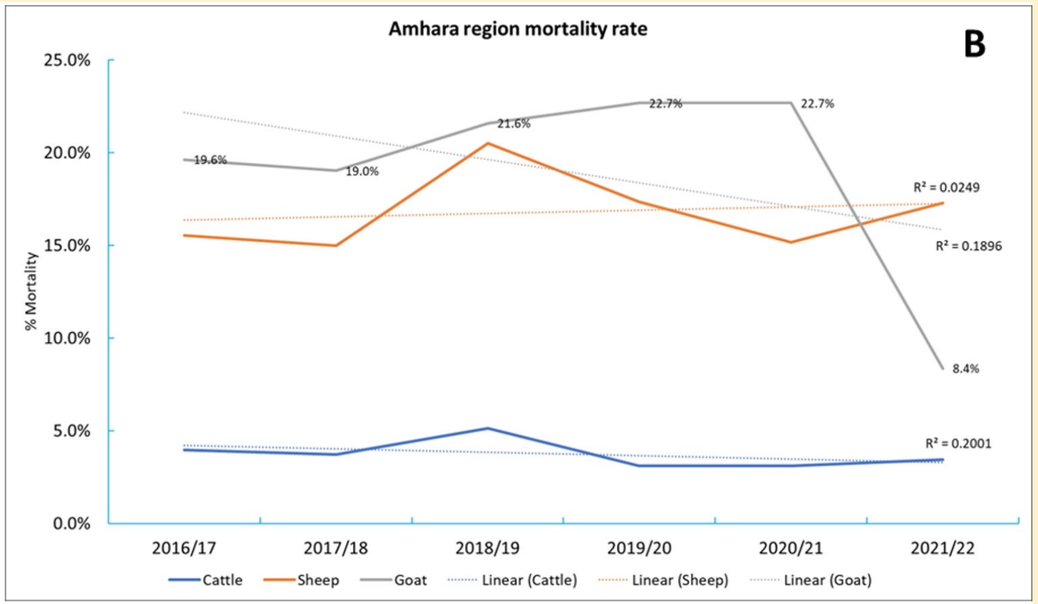
- Amhara - Ectoparasite prevalence reduced from **62.9%** to **37.9% - 1.49 M shoats sprayed**
- Oromia - Ectoparasite prevalence reduced from **76.2% -46.5%** (East Bale); and **74.8%-23.2%** (Bale Zone) – **15 M shoats sprayed**
- Somali - Over **2.5 million** shoats sprayed; Anecdotal improvements reported

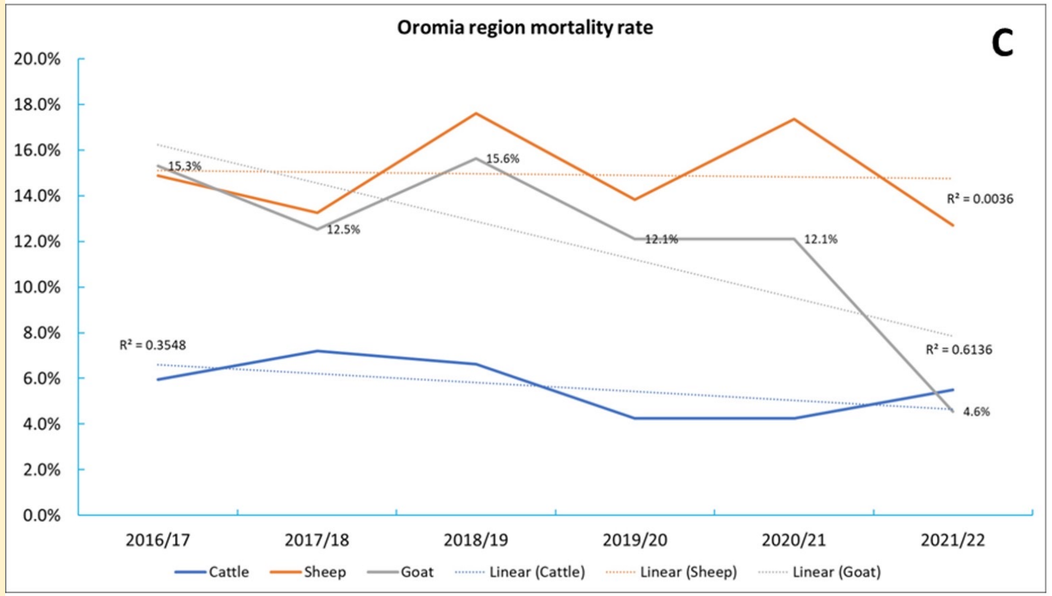
Positive Impact Indicators (though no baseline data)

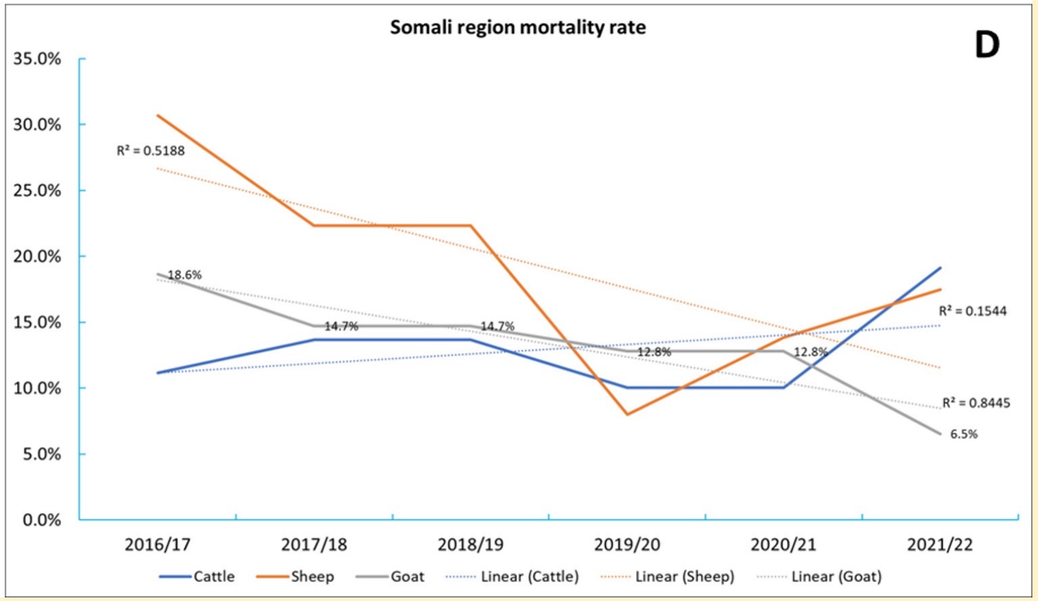
- **Reduced mortality rates** of cattle, sheep, and goats in the three regions particularly during 2019/20 and 2020/21
- **Increased livestock exports**
  - Cattle export decline: Falling numbers from 2019-2023
    - Main barriers like FMD, illegal trade
  - Increasing shoat exports in the same period supported by PPR vaccines and ectoparasite control
  - Meat export fluctuation: 2018-19 and 2019-20 drop in tons exported; 2020-21 and 2021-22 recovery trend (EEA, 2022)

Mortality rate of cattle, sheep, and goats from 2016/17 – 2021/22









Attribution of Impacts

- HEARD regions source 73.4% of shoats and above 75% of cattle

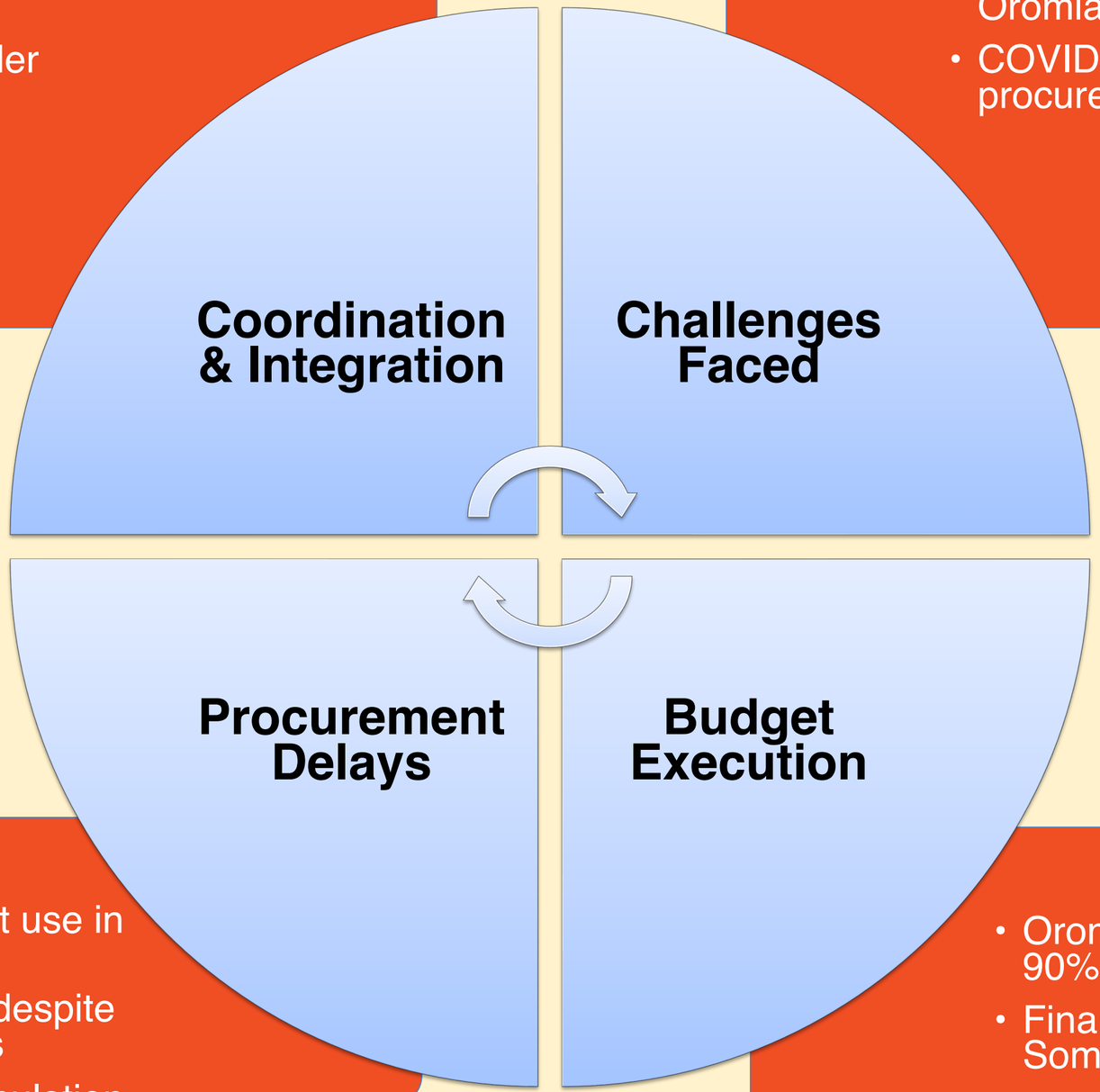
Effectiveness – Overall reflection

- The project has made significant strides in expanding veterinary infrastructure, enhancing animal healthcare, and strengthening laboratory capabilities.
  - However, there are still areas that need attention, such as improving veterinary clinic infrastructure, increasing disease reporting rates, and centralizing animal disease reporting activities.
- The project has successfully improved **access to animal health** services, contributed to disease prevention, and **fostered partnerships** between public and private veterinary practitioners.
- Key factors identified for success include **community involvement**, revisiting vaccination strategies, and **involving women** in animal health services.
- Challenges remain, including rising service prices, the presence of illegal drug sellers, and a lack of interest among some veterinary graduates in forming groups.
- Notably, ectoparasite control campaigns have had a positive impact on the livestock sector, leading to improved skin production quality and economic benefits for households.
- Additionally, the project has contributed to a reduction in livestock mortality rates and facilitated increased exports of shoats and chilled meat.

Efficiency

- The regions established coordination units
- Ensured stakeholder collaboration

- Insecurity impacts in Oromia, Amhara
- COVID-19 disrupted procurements



- Affected timely budget use in Oromia, Amhara
- Somali was effective despite the pandemic impacts
- Resulted in the accumulation of tasks at last stage

- Oromia spent 97%, Somali 90%, Amhara 89.5%
- Final 10% not used in Somali, Amhara

Sustainability

Local Capacity Strengthened	• Empowered local clinics and posts • Supported private sector expansion – Access to credit to boost private sector
Disease Surveillance Progress	• Early detection systems advance control • Regional labs bolster long-term monitoring
Partnership Models	• Successful bank collaborations (Tsedey Bank) should spread • Foster academic research engagement (Universities, TVETs)
Threats to Consider	• Monitor private sector dynamics (service price increment, illegal drug vendors) • Strengthen the regulatory environment • Cost-sharing pilots promote viability – Should further be worked on

4. Technical Competencies and Incentives for VS Providers

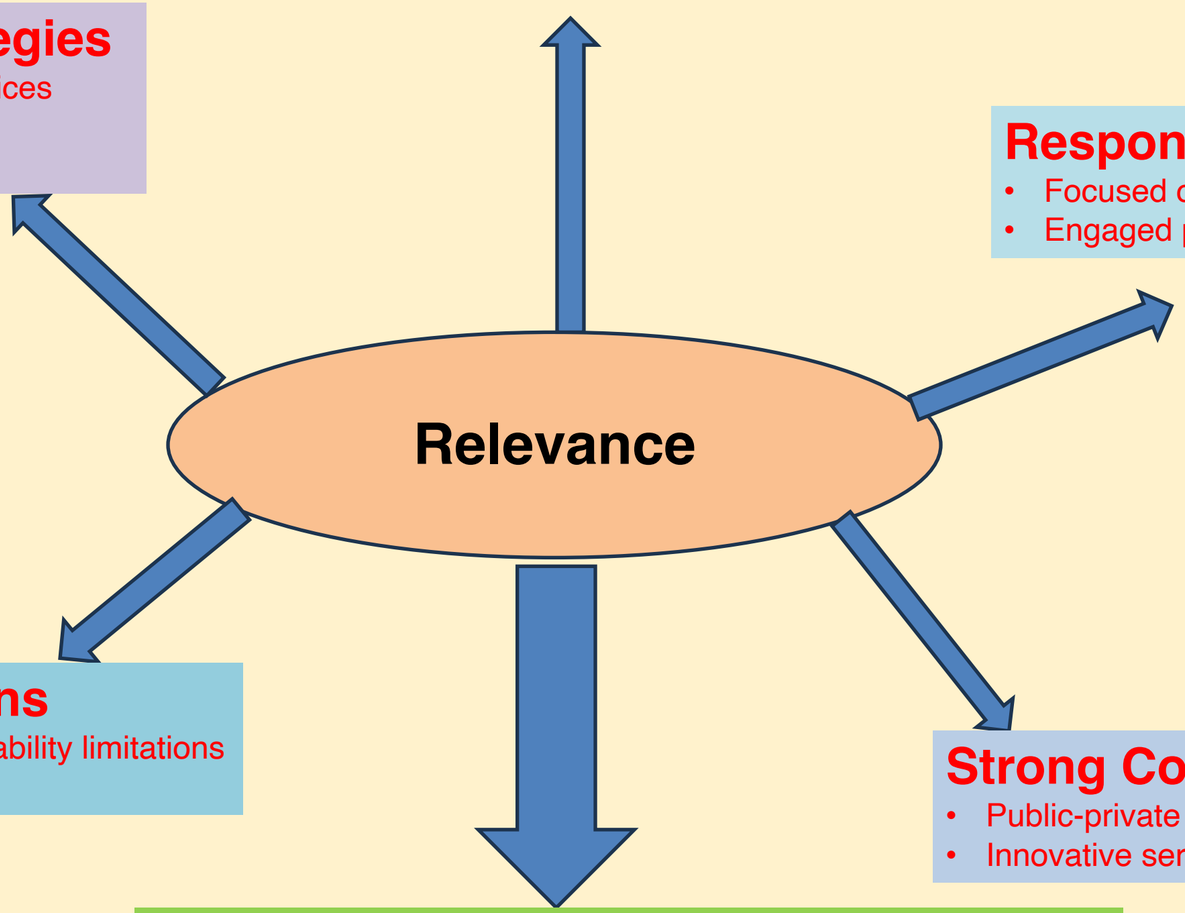
- **Relevance**
- **Coordination, complementarity, and EU-added value**
- **Intervention logic, monitoring, and learning**
- **Effectiveness**
- **Efficiency**
- **Sustainability**

Addressing Priority Needs

- Identified challenges through assessments
- CPD and PPP models developed

Aligned with Policies/Strategies

- Supports GoE strategies on PPP and services
- Followed OIE PPP guidelines
- Addresses policy priorities for EU



Responding to Gaps

- Focused on continuing education needs
- Engaged private sector to improve outcomes

Context Considerations

- Targeted productivity and marketability limitations
- Adapted approaches to settings

Strong Coordination

- Public-private partnerships
- Innovative service models

Stakeholder Validation

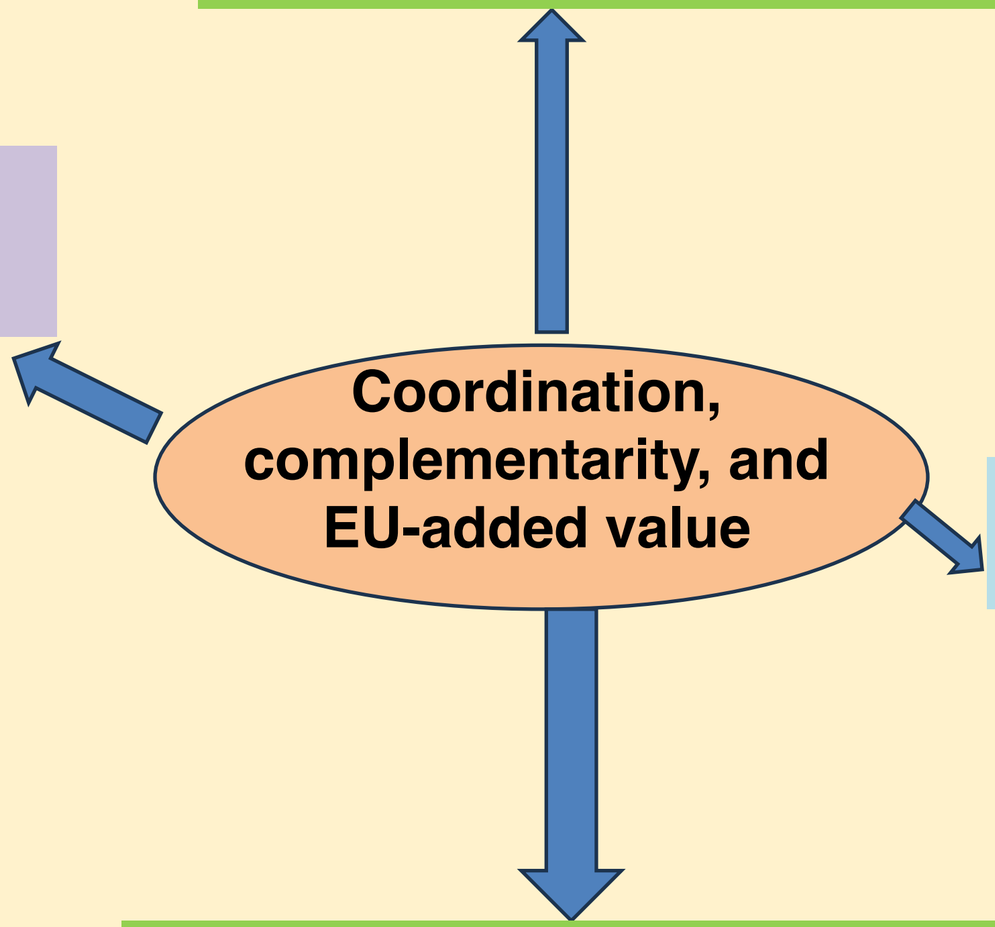
- Confirmation from regional informants
- Supports MoA's 10-year vision

Strategic Collaboration

- Leveraged institutions' comparative strengths
- Fostered synergies across stakeholders

Active Engagement

- Close cooperation with regional governments, MOA, and TAT teams
- Productive relationships with target groups



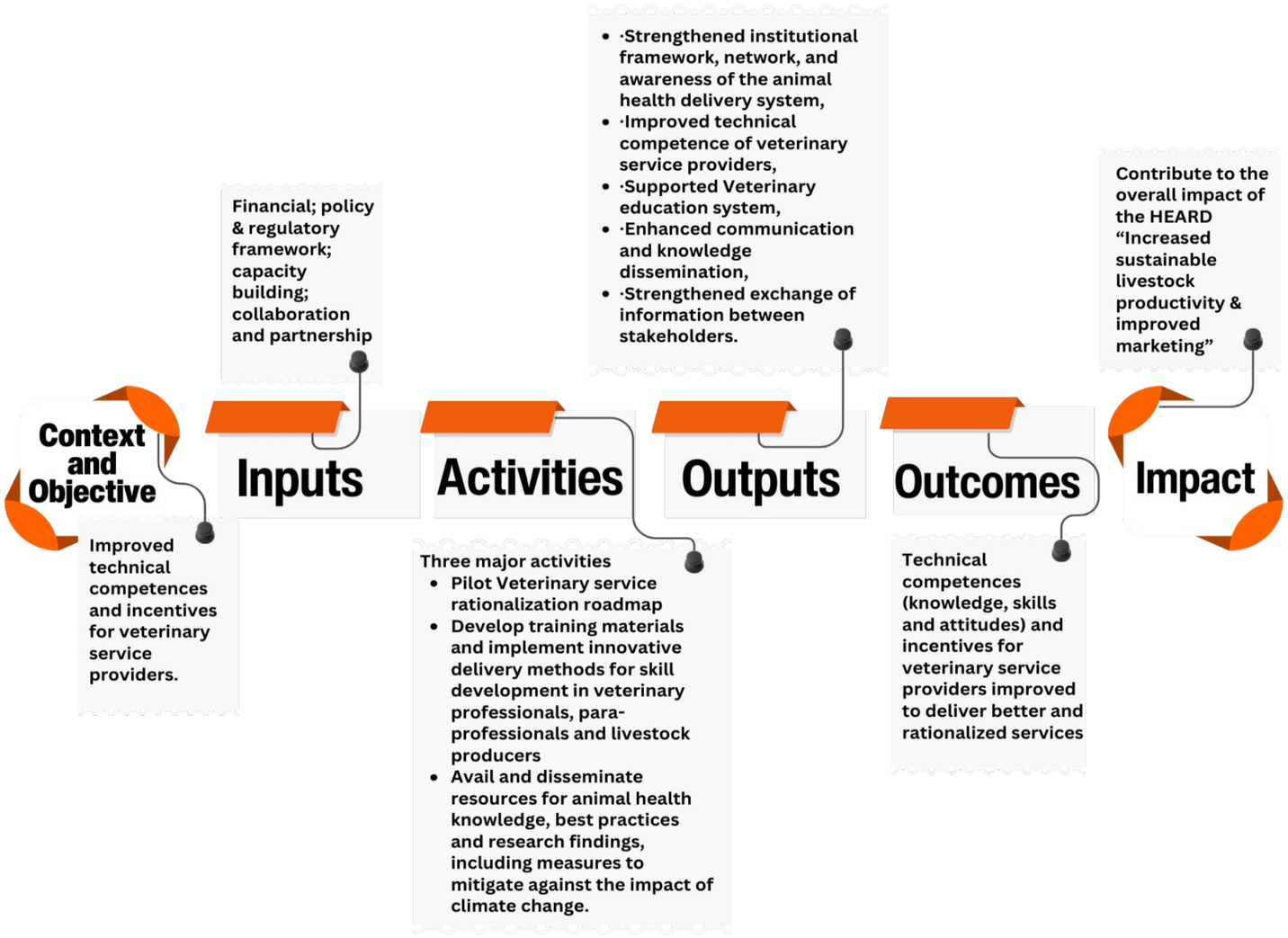
PPP Model Testing

- Private sector played lead role in implementation
- Facilitated public-private problem solving

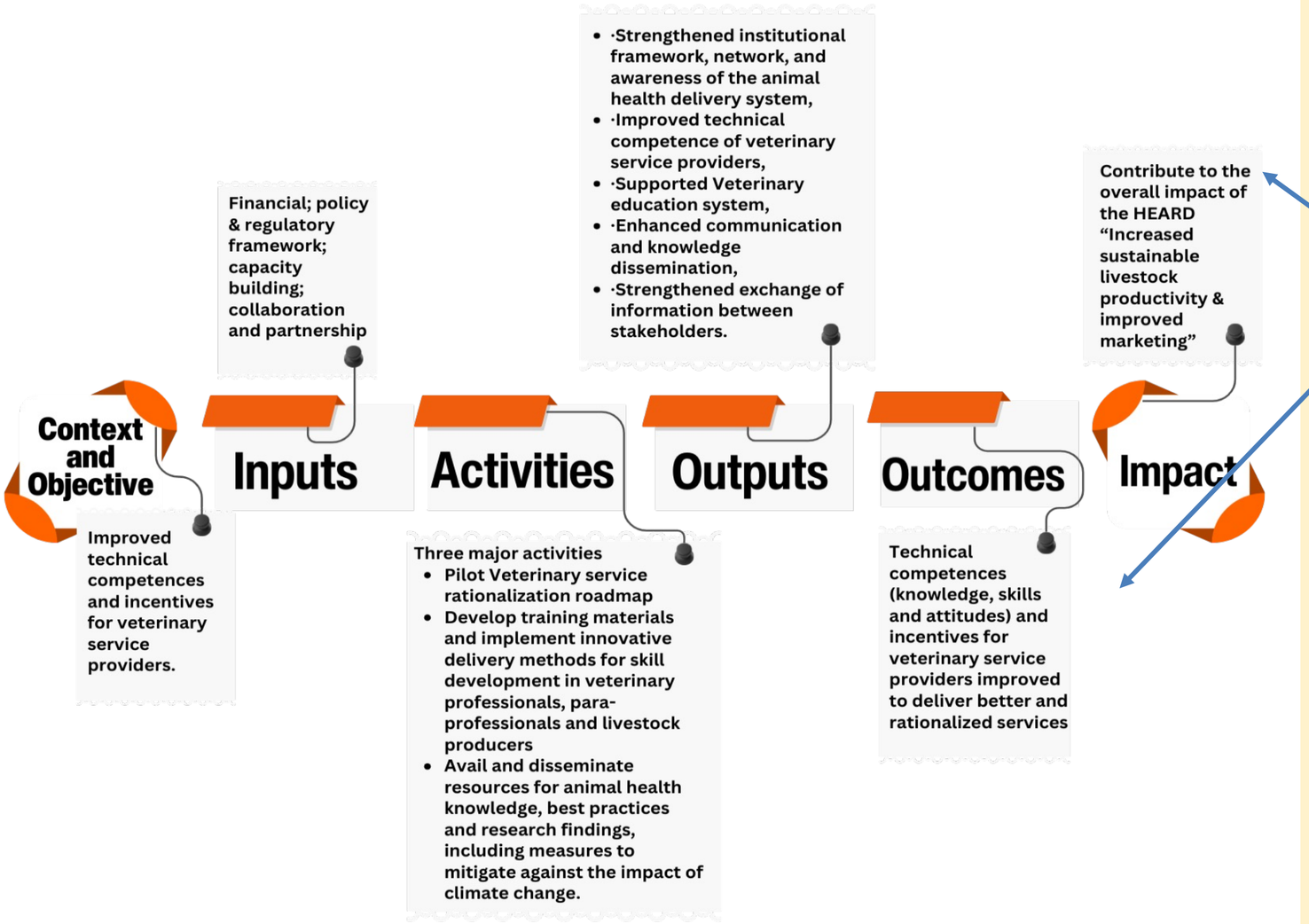
Complementary Initiatives

- Collaboration with Swiss Development Cooperation(SDC) HEAL project added insight
- Cooperation with CGIAR programs strengthened tools (herd health smartphone app)

4.3. Intervention logic, monitoring, and learning



Intervention logic, monitoring, and learning



Result 2 Targets

- Output indicators aligned with activities
- Ensured achievability

Monitoring Challenges

- Impact and outcome indicators lacked specificity
- Absence of baseline data limits measurement

Compiling Knowledge

- Documented 8 piloted PPP models
- Prepared and shared CPD modules via EVA's website

Disseminating Lessons

- Made case studies, and training manuals available
- Promotes wider collaboration

Effectiveness

PPP Model Successes	• Generated employment and private businesses • Case study quotes demonstrate positive impact
Capacity Strengthening	• Enhanced service quality and partnerships • Shift to integrated PPP approach
CPD and Knowledge Sharing	• Strengthened veterinary education system • Increased information access
Outcome Indicator	• Agricultural GDP contribution increased – from 40% (2017) to 46% (2023)

Effectiveness





Private beneficiary 1 in Negele Arsi





Private beneficiary 2 in Negele Arsi





Resource center
in Negele Arsi

“Before HEARD came to this area, I was jobless. One day I was contacted by the HEARD project coordinator and the Woreda livestock head, who encouraged me to open a private veterinary clinic by taking over an unused clinic from the Woreda. Based on their advice and encouragement, I have successfully opened the clinic with support from HEARD both financially and in kind. Now, my business has started generating profit, and recently I could even purchase a plot of land in the nearby town solely from the profits I have earned from this business." [Private VS provider, Male, Legambo *Woreda*, Amhara Region]

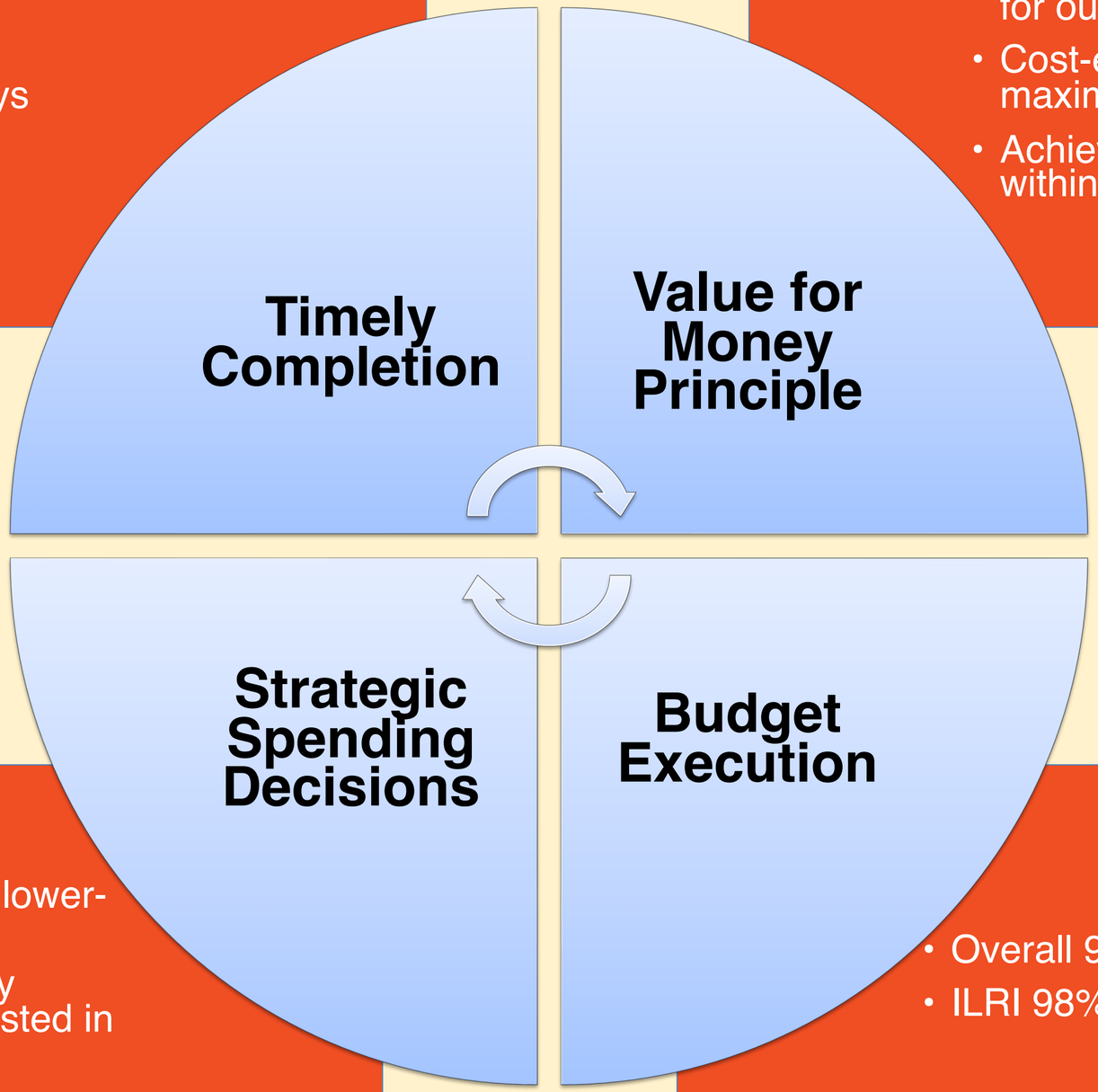
Effectiveness – Overall reflection

- The project effectively piloted the veterinary service **rationalization roadmap**, implemented innovative delivery methods, and disseminated animal health knowledge.
- The project's **PPP models**, such as private vaccination and leasing out unfunctional veterinary clinics to private actors, were particularly effective in improving service delivery.
- The project also successfully developed a continuing education program for veterinary personnel, established animal health resource centers, and contributed to the capacity improvement of the national veterinary services.
- This in turn strengthened the **institutional framework** and networking.
- The PPP models piloted will pave the way for the approval and implementation of the rationalization roadmap.
- These efforts have led to positive outcomes, including increased livestock sector contributions to the agricultural GDP.
- It is crucial to scale up and replicate successful models across Ethiopia to maximize their applicability and impact.

Efficiency

- Achieved targets despite challenges
- No-cost extension compensated delays

- Resources optimized for outcomes
- Cost-effectiveness maximized
- Achieved objectives within funds provided



- Shifted activities to lower-cost institutions
- Example: Veterinary education forum hosted in AAU-CVA, Bishotu

- Overall 94% expenditure
- ILRI 98%, EVA 89%

Sustainability

Inclusive Planning	• Engaged stakeholders throughout • Integrated with ongoing work
Institutional Frameworks	• PPP models, task forces will continue • CPD system established
Adopting Successful Models	• Amhara took on rabies vaccinations and transferred AH posts to pvt actors • But, there are concerns around clinic sustainability in Oromia and Somali
Capacity Development & Opportunities for Continued Support	• Individual and institutional skills built • Beneficiaries optimistic about impacts • COHESA project looking to build on the HEARD's project CPD work

5. Food safety of primary products and zoonotic disease control

- Relevance
- Coordination, complementarity, and EU-added value
- Intervention logic, monitoring, and learning
- Effectiveness
- Efficiency
- Sustainability

Addressing Identified Needs

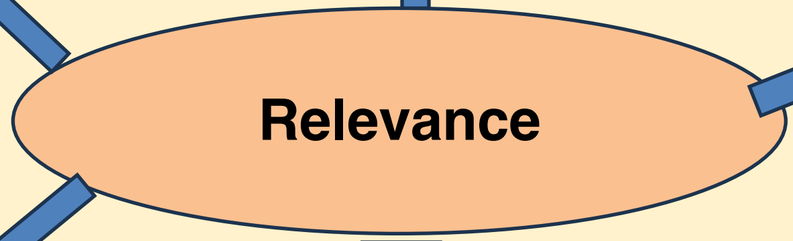
- Activities proposed based on assessment
- Validated with stakeholders

Promoting Productivity and Trade

- Focused on enabling market access
- Aligns with OIE recommendations

Stakeholder Engagement

- MoA and partners dedicated to goals
- Promoted ownership of initiatives



Strengthening Commitment

- Inception workshop enhanced the commitment of MoA and other stakeholders to realize objectives.
- Although not all stakeholders were invited

Overall conclusion

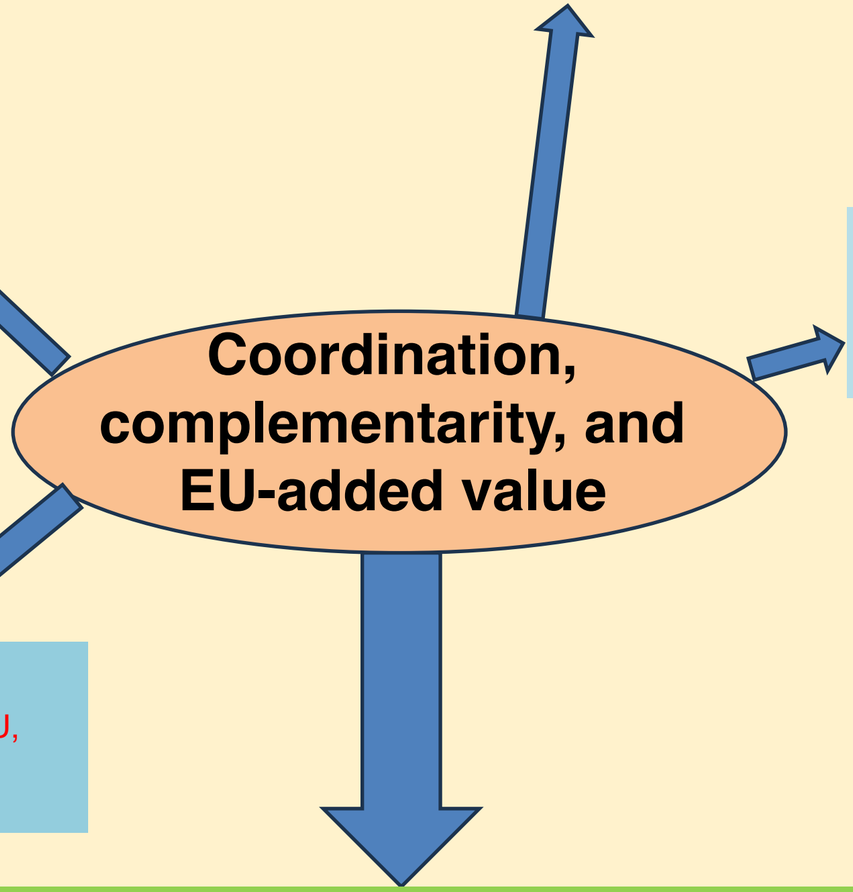
- Highly relevant design and implementation
- Continued engagement enhances outcomes
- Adaptability supports sustainability

Reinforcing National Goals

- Aligns with 10-year economic development plan
- Supports structural transformation

Integrated Management

- Coordinated to MoA's regular activities and projects through the Project Steering Committee (PSC) and state minister
- Partnerships maximize resources



Policy Alignment

- Activities cohesively support livestock policies and strategies
- Smooth integration at all levels

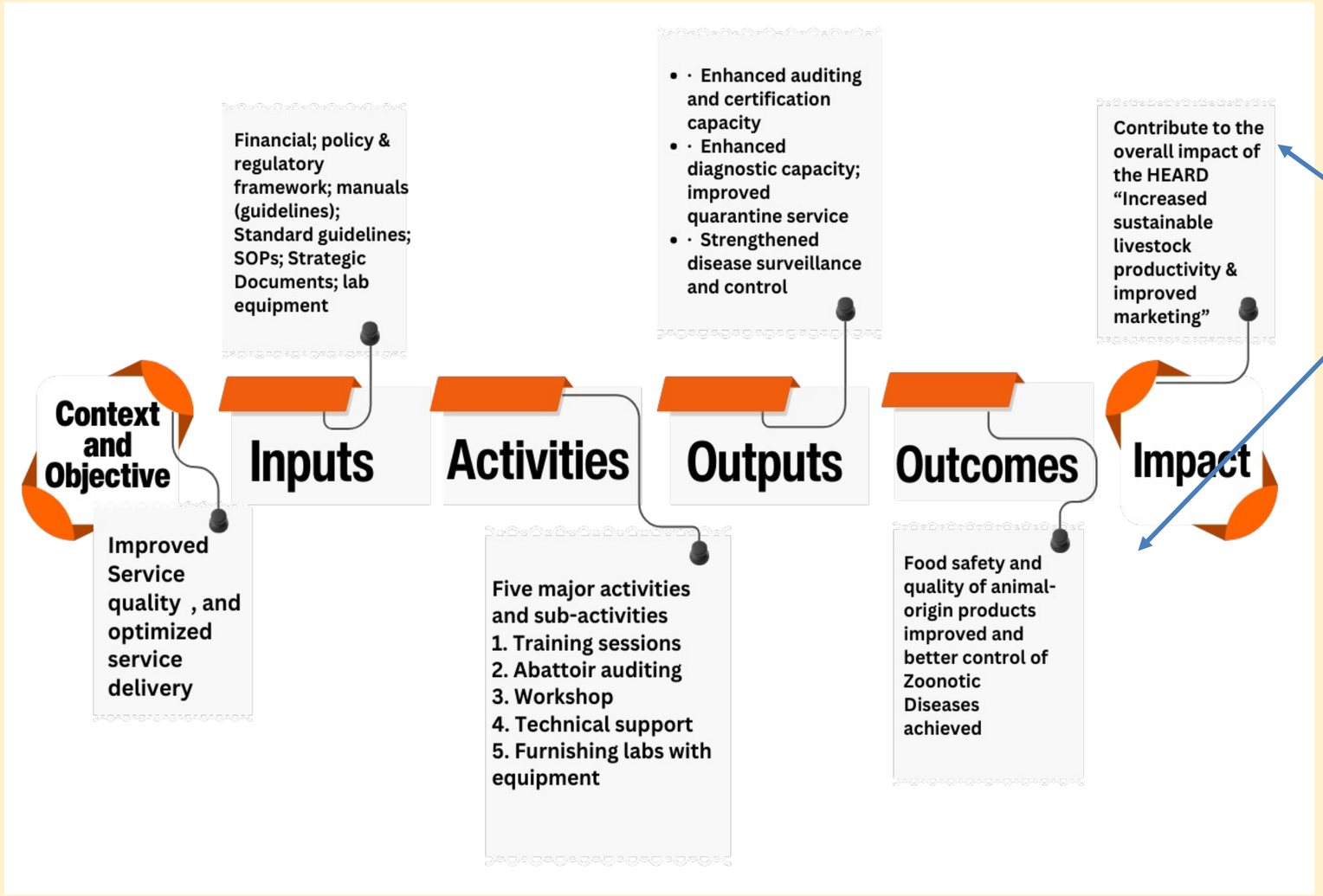
Leveraging Initiatives

- Partnerships with initiatives backed up by EU, World Bank, FAO
- Creates synergies across projects

Strengthening Foundations

- Coordination enhances animal health services
- Lays groundwork for focused external support

Intervention logic, monitoring, and learning



Logic Aligned with Rationalization Roadmap

- Targeted OIE Performance of VS findings
- Supports MoA's goals

Implementation Focus

- Activities linked to outputs and results
- Output indicators guide implementation

Monitoring Approaches

- System functioned regularly after the TAT service contract became functional
- No direct impact quantification (no baseline survey)

Performance Reporting

- Missed opportunities for comparative analysis of performances against established targets

Effectiveness

Capacity Building Approaches	• Training as primary approach to enhance the safety and quality of animal-derived products. • Over 24 guidelines, strategic documents, and SOPs developed in collaboration with the TAT service
Types of Training	• From awareness to specialized programs (lab tests, meat inspection, etc) • Adoption by UNIDO • But advanced overseas training and participating in knowledge-sharing tours not executed
Material and Technical Support/ Performance by activity	• Filled gaps in institutions • Varied achievement across entities • Some activities late in implementation (some training sessions, laboratory equipment)
Outcome Indicator	• A declining trend in the mortality rate of young and adult livestock from 2018/19 to 2020/21 (ESS) • The incidence of disease outbreaks dropping from 40% in 2012 to 20% in 2022 • Improvement in veterinary service delivery (PVS)

Effectiveness – Overall reflection

- The HEARD project has effectively strengthened the Food Safety and Quality Directorate's delivery of **food safety services** and **management of epidemiological information** through various activities such as training, export abattoir **auditing**, and technical and material support.

- The project focused on **training** as a primary approach to enhance the safety and quality of animal-derived products and manage zoonotic diseases, resulting in the development of guidelines and standardized operating procedures.

- While some planned training sessions and the procurement of laboratory equipment were not executed, the project's efforts partly contributed to a decrease in livestock mortality rates, a reduction in disease outbreaks, an improvement in disease reporting and surveillance, and a potential enhancement of clinical service delivery.

Efficiency

- Activities aligned with MoA priorities
- Coordinated resource use across projects

Strategic Alignment

- Slow response to field changes delayed progress
- Late start to TAT contract impacted timeline

Top-Down Challenges

- COVID-19 restrictions caused setbacks
- Unused reimbursement funds reduced utilization

Mitigating Factors

- Efforts to minimize delays improved efficiency
- Overall, 87.1% resource utilization achieved

Budget Execution

Sustainability

Partnerships and Coordination	• Collaborative approach vital to success • The contribution of the TAT service contract was paramount • Sustained efforts by all stakeholders needed
Capacity Built Upon	• Guidelines and SOPs provide the foundation • Training modules for meat inspectors – Adoption and scaling up interest from **UNIDO**
Empowered Institutions	• Upgraded expertise and infrastructure • Ongoing commitments ensure continuity
Scalability and Replication	• Extend impacts nationwide • Support models adaptable to context

6. Early signs of impact, cross-cutting issues, and communication and visibility of the HEARD project

Early Signs of Impact

Improved VS

PPP models

Private VS

Improved Animal Health

Food safety gains

Reduced mortality

Increased export

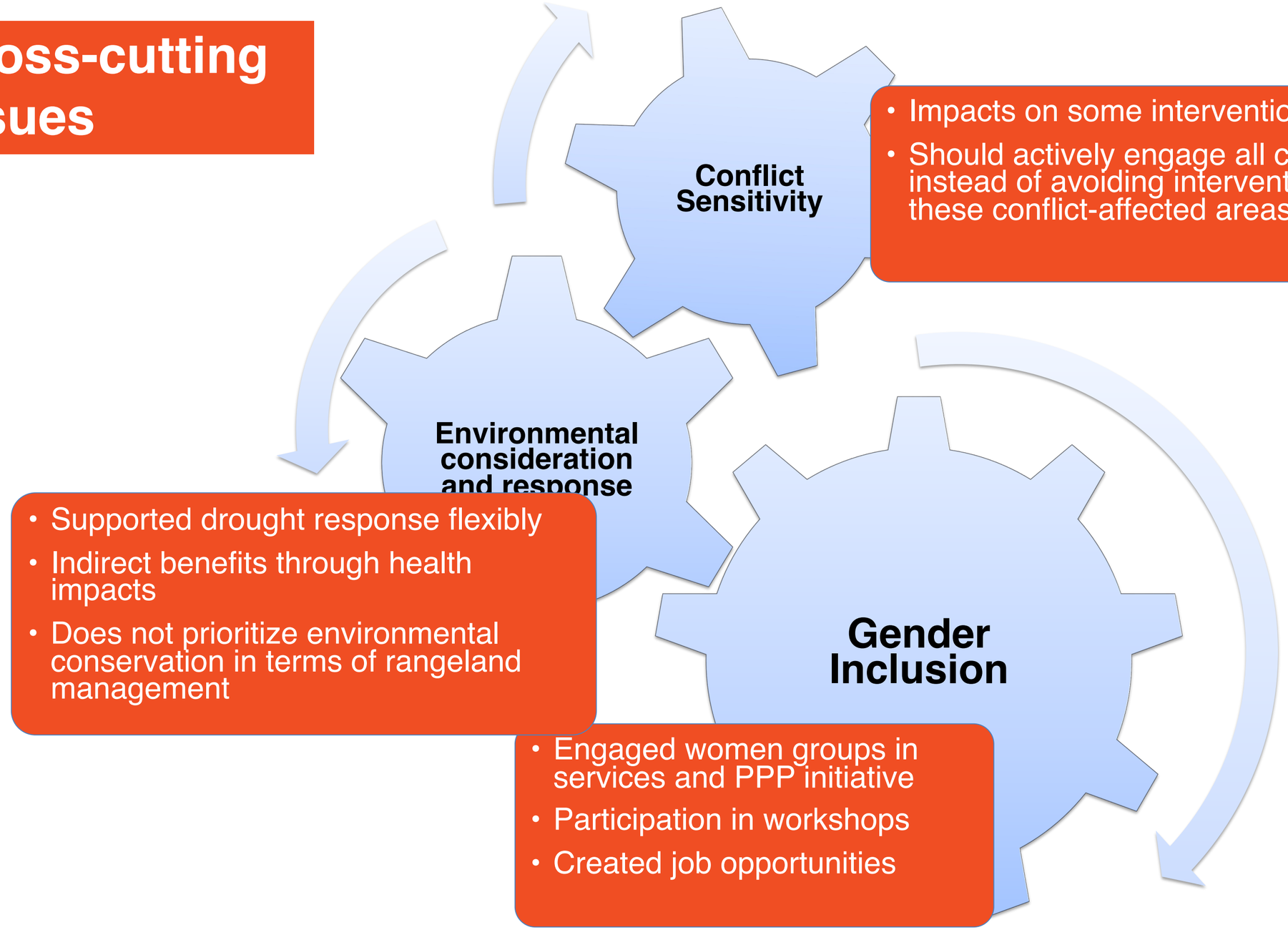
Outbreak reduction

Enhanced contribution to GDP

Increased sustainable livestock productivity and improved marketing of livestock products

- The HEARD project's interventions have led to improved veterinary services, strengthened capacity, and positive impacts on animal health, food safety, and the livestock sector's contribution to the agricultural GDP.
- The project's early successes and stakeholder optimism lay a strong foundation for achieving the long-term goal of **increased sustainable livestock productivity and improved marketing of livestock products**.

Cross-cutting Issues



- Impacts on some intervention areas
- Should actively engage all communities instead of avoiding interventions in these conflict-affected areas

- Supported drought response flexibly
- Indirect benefits through health impacts
- Does not prioritize environmental conservation in terms of rangeland management

- Engaged women groups in services and PPP initiative
- Participation in workshops
- Created job opportunities

Communication and visibility

Visibility Materials

- Posters, stickers, signboards, leaflets, banners, and ID cards used in various events
- Video Documentation - Highlighted achievements
- Increased awareness of objectives

Stakeholder Engagement

- Limitations engaging academic and research institutions
- Missed knowledge-sharing opportunities
- Minimum engagement of pastoral/Agro-pastoral communities

COVID and Security Impacts

- Restricted information sharing
- Reduced engagement opportunities

- Visibility enhanced but scope limited
- Missed disseminating lessons learned

7. Conclusion and Recommendations

Conclusion

Alignment with Goals

- Addressed national and EU priorities cohesively
- Filled critical gaps effectively

Improved Service Model

- Strengthened quality and access to veterinary service
- Enhanced infrastructure and efficiency
- PPP Models successfully tested

Capacity Development

- Skills and systems significantly upgraded
- Laid foundation for CPD training
- Regional and federal support optimized

Partnerships and Sustainability:

- Collaboration-optimized outcomes
- Foundations for ongoing sector support

- The project also had positive impacts on animal healthcare, veterinary service availability, and livestock exports – Contributing to GDP
- Further efforts should be made to further promote gender inclusion, and environmental conservation, and expand communication efforts to reach a wider audience.

Recommendations

No	Recommendations	To Whom
1	**Strengthen the monitoring and evaluation system**: Future similar projects need to improve their monitoring and evaluation system with quantifiable outcomes and impact indicators. Set baseline and target values for outcome indicators.	TAT, ILRI/EVA, MoA, Regional Project Coordination Units
2	**Enhance collaboration with small-scale organizations that produce livestock:** There is a need to improve cooperation with organizations representing small-scale livestock producers to better address beneficiaries' needs and priorities in project design and decision-making. This will ensure that the project interventions are better aligned with the needs and priorities of the beneficiaries and enhance their ownership and sustainability.	Regional Project Coordination Units, MoA, ILRI/EVA
3	**Advocate for supportive policies and regulatory frameworks:** Actively advocate for approval and implementation of veterinary service-related policies including the Veterinary Rationalization Roadmap. These policies are crucial inputs for achieving the development impact of the project and should be prioritized to create an enabling environment for improved livestock productivity.	MoA, EVA/ILRI, Regional Livestock Development Agencies/ Bureau
4	**Strengthen project implementation and coordination for better outcomes:** There is a need to enhance coordination with other projects, address challenges in logistics and communication, strengthen disease reporting and surveillance, improve budget execution, enhance procurement processes, establish risk assessment mechanisms, identify potential areas for public-private partnerships, and allocate emergency funds.	MoA, Regional Project Coordination Units

Recommendations

No	Recommendations	To Whom
5	**Continue capacity-building and training efforts:** Sustain the training and development of veterinary experts, laboratory technologists, and technicians to ensure the continuous improvement of veterinary services and laboratory capacities. This could be achieved by strengthening collaboration with academic and research institutions.	ILRI/EVA, MoA, Regional Project Coordination Units, Universities/TVETs
6	**Establish a reliable cost-recovery mechanism to ensure the sustainability of veterinary services:** Implementing partial cost-sharing and engaging private service providers can reduce the financial burden on public veterinary services, encourage competition and innovation, and improve service delivery. Strengthening these efforts in future projects will ensure the sustained provision of veterinary services.	MoA, Regional Livestock Development Bureaus/Agencies
7	**Focus on additional intervention areas:** To achieve the broader goal of increasing sustainable livestock productivity and improved marketing of livestock products, there is a need to consider additional intervention areas such as animal feed and forage development; improving the genetic potential of livestock breeds; and market linkage of farmers.	MoA, ILRI/EVA, Regional Project Coordination Units
8	**Replicate and scale up the project activities:** To reap the fruits of the project at a wider level and to achieve the broader goal of increasing sustainable livestock productivity and improved marketing of livestock products there is a need to replicate and scale up the projection geographic intervention areas to those regions and areas that were not geographically part of the current project intervention areas.	MoA, ILRI/EVA, Regional Project Coordination Units

Thank You!

www.frontieri.com

FRONTIERi

"Innovative Ideas, Pragmatic Solutions, and Empowerment"