## Federal Democratic Republic of Ethiopia

# Community-Based Integrated Natural Resources Management Project (CBINReMP).

## GEF Terminal Evaluation Report (TER)

Main report and appendices

Mission Dates: 27th February – 12th March
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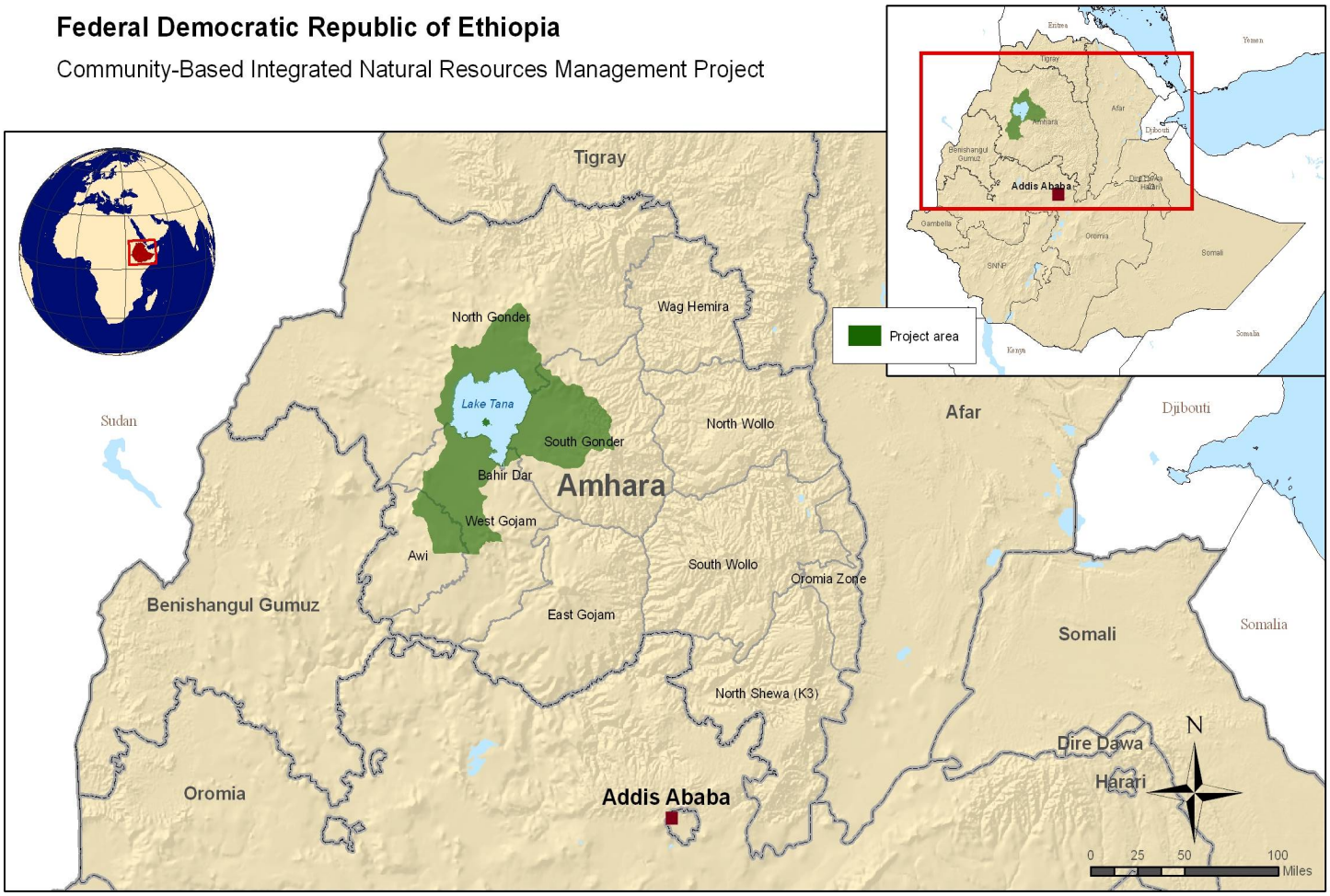
### Federal Democratic Republic of Ethiopia

Community-Based Integrated Natural Resources Management Project




The designations employed and the presentation of the material in this map do not imply the expression of any opinion whatsoever on the part of IFAD concerning the delimitation of the frontiers or boundaries, or the authorities thereof.

*Map compiled by IFAD*


280000
350000
420000
1400000
1330000
1260000
Wegera
Lay Armachiho
Gonder Zuria
Kola Diba
Chilga
Dembia
Meksenyit
Alefa
Ads Zemen
Kemkem
Wereta
Debre Tabor
Fogera
Farta
Dera
Anbesame
Estie
Bahir Dar
Bahir Dar
Achefer
Merawi
Burbete
Dangila
Dangla
Adet
Ads Kidane
Fagta Lekoma
Gishe Abay
Bahia
Injibra Sekela
N
W
E
S
Town
Road
River
20 0 20 Kilometers

## Exchange rate at start of project

9.2 Birr (ETB) / 1 USD

## Exchange rate at end of project

28.5 ETB / 1 USD

## Abbreviations and Acronyms

| | |
|---|---|
| ANRS | Amhara National Regional State |
| AWPB | Annual Work Plan and Budget |
| BoA | Bureau of Agriculture |
| BoWRD | Bureau of Water Resource Development |
| CBINReMP | Community-Based Integrated Natural Resources Management Project |
| CBO | Community-Based Organisations |
| COSOP | Country Strategic and Opportunities Programme |
| DA | Development Agents |
| EIB | Ethiopian Institute of Biodiversity |
| EPLAUA | Environmental Protection, Land Administration and Use Authority |
| FRG | Farmer Research Groups |
| GEB | Global Environment Benefits |
| GEF | Global Environment Facility |
| GoE | Government of Ethiopia |
| GTW II | Growth and Transformation Plan II |
| IBC | Institute of Biodiversity Centre |
| IFAD | International Fund for Agricultural Development |
| IGA | Income Generating Activities |
| LD | Land Degradation |
| LTW | Lake Tana Watershed |
| M&E | Monitoring and Evaluation |
| MIS | Management Information System |
| MTR | Mid-Term Review |
| PASDEP | Plan for Accelerated and Sustained Development to End Poverty |
| PDR | Project Document Report |
| PFM | Participatory Forest Management system |
| PIM | Project Implementation Manual |
| ORDA | Organisation for Rehabilitation and Development in Amhara |
| RPCMU | Regional Project Coordination and Management Unit |
| SMART | Specific, Measurable, Achievable and Attributable, Realistic, Time-Bound, Timely and Targeted |
| SLM | Sustainable Land Management |
| SP | Strategic Programme |
| SWC | Sustainable Water Conservation |

# CBINReMP at a glance

| | |
|---|---|
| **Country** | Federal Democratic Republic of Ethiopia |
| **Project Name** | Community-Based Integrated Natural Resources Management Project (CBINReMP) |

**Key Dates**

| GEF Approval | IFAD Approval | Signing | Effectiveness | Mid-Term Review | Original Completion | Actual Completion |
|---|---|---|---|---|---|---|
| 25 March 2009 | 30 April 2009 | 19 June 2009 | 17 March 2010 | May 2015 | 31 March 2017 | 30 September 2018 |
| **Original loan closing** | **Actual loan closing** | **Number of extensions** | | | | |
| 30 September 2017 | 31 March 2019 | 1 | | | | |

**GEF Financing**

| | | | | | | |
|---|---|---|---|---|---|---|
| **Grant** | **US$ million** | 4,400,00 | **% disbursed** | 90.2% | | |

**Actual Costs and Financing (USD '000)**

| Component | IFAD | Co-financing | | Beneficiaries (in-kind) | GOVT | Total | Disbursement levels |
|---|---|---|---|---|---|---|---|
| | | GEF | AECID | | | | |
| 1 | - | - | - | - | - | 19,274 | - |
| 2 | - | - | - | - | - | 3,125 | - |
| 3 | - | - | - | - | - | 3,209 | - |
| 4 | - | - | - | - | - | 1,808 | - |
| Total | 11,810 | 3,972 | 1,638 | 34,260 | 1,160 | - | - |

**Salient Remarks**

**Financial reporting** was below standard. The project could not disaggregate disbursements by component for each financier. The project was characterised by a general lack of financial movement monitoring, systems for accounting and reporting were consistently below the required standard. Some critical gaps were identified in the financial management which posed financial risks.

**Number of Beneficiaries**

| Total | Direct | Indirect | Women | Men | Youth | |
|---|---|---|---|---|---|---|
| 3,875,956 | - | - | 1,761,160 | 2,114,796 | - | |

**Salient Remarks**

**Monitoring and Evaluation** was not properly functioning for most of the project, although improvements were made after MTR when a logframe was kept for components 1-3 although not to the extent it should have and not for component 4.

**Project Objective**

To increase household incomes through sustainable land management practices in the Lake Tana Watershed (LTW). The project builds climate change resilience and leads to global environmental benefits as a result of reduced land degradation.

**Country Partners**

| | |
|---|---|
| Executing Agency | Bureau of Agricultural and Rural Development (BoARD) |
| Government Institutions | Environmental Protection, Land Administration and Use Authority (EPLAUA); Bureau of Finance and Economic Development (BoFED); Bureau of Environmental Protection Land Administration and Use (BoEPLAU); Ethiopian Institute of Biodiversity (EIB - formerly Institute of Biodiversity Conservation (IBC)); University of Bahir-Dar |
| NGOs/civil society | Organization for Rehabilitation and Development in Amhara (ORDA) |
| Other | |

## Executive Summary

i. **Project overview.** The CBINReMP project was a USD 27,420,000 project of which theIFAD loan constitutes USD 13,200,000, the GEF grant USD 4,400,000, the AECID grant (Spanish grant) USD 1,770,000, the Government of Ethiopia USD 2,810,000 in-kind in duties and taxes, and beneficiaries USD 5,230,000 in-kind. The original completion date for the CBINReMP was extended for 18 months from the 31 March 2017 until the 30 September 2018 and project closure from the 30 September 2017 to 31 March 2019. The aim of the project was to reduce poverty in the Lake Tana Watersheds (LTWs) with its primary objective to combat land degradation and promote sustainable land management (SLM) so as to increase agricultural productivity, household food security and incomes.

ii. **Goal and objectives.**

   a. **Goal.** To contribute to poverty eradication in the watershed through improving ecosystem integrity and livelihood.
   b. **Objective.** To increase household incomes through sustainable land management practices in the Lake Tana Watershed (LTW) and simultaneously improve ecosystem functions beneficial for biodiversity conservation and building resilience to the adverse effects of climate change.

iii. **Project relevance.** The project was aligned with a long list of national policies and strategies, both at the design stage and still remains relevant at present. Most importantly the project was aligned with the Plan for Accelerated and Sustained Development to End Poverty (PASDEP) 2006 – 2010 in terms of contributing towards laying the fundamentals of the Agricultural Development Strategy in gender, development and environment. At project completion, the project remains relevant to the follow-up policy: the Growth and Transformation Plan II (2016 - 2020) (GTP II). It continues to assist the GoE in its long-term goal of sustainable agricultural growth within the Climate Resilient Green Economy Framework through pastoral development; natural resources conservation and utilisation; watershed management; rural land administration; irrigation development; improved sustainable biodiversity conservation; and improved food security and disaster prevention. The project was consistent with IFAD objectives as stated in the COSOP (2000). At the time of the design it was aligned with the IFAD Strategic Framework 2007-10 and is currently still aligned to that of 2016-2025. At design the project was aligned to the Millennium Development Goals (MDG) 1 to eradicate extreme poverty and hunger and MDG 7 to ensure environmental sustainability. Project relevance is rated as **Highly Satisfactory (HS).**

iv. **Project effectiveness.** As of project closure on the 31st of March, the GEF grant disbursed 90.26 percent which is a remarkable achievement. Due to financial reporting that was below standard, the project is not able to disaggregate spending by component, it is therefore not possible to analyse spending patterns for planned vs actual disbursements and assess how effective implementation has been in this respect. The GEF grant also did not have its own ProDoc and results framework, it was not therefore tied to specific GEF indicators and outputs beyond contributing to the GEBs and GEF strategic focal area to be able to measure effectiveness accurately. Consequently, the GEF grant is assessed on the basis of the achievements of the combined IFAD and GEF financing which in terms of project results and GEBs are considered to be broadly successful with some reservations in sediment monitoring. M&E and reporting was one the greatest challenges of this project which struggled for the best part of half the project to get a functioning M&E system up and running. Challenges were largely due to government understaffing and high staff turnover. RIMS was not used until the MTR for components 1-3 and MIS was not implemented at all. Supervision missions ultimately reported a satisfactory M&E system by 2016, but the TER finds this was largely only applicable to components 1-3. Component 4, that received a USD 1.8 million phase II in 2015, was consistently under reported in the supervision missions and under monitored with no results framework or cumulative M&E outputs to monitor progress, although it is reported in the PCR. TER finds more supervisory support could have been provided to ORDA. Overall project effectiveness is rated as **Moderately Satisfactory (MS).**

v. **Project efficiency.** In terms of resources use it is not possible to disaggregate the GEF grant by component or by category as this information is not available at project closure. The TE also does not have access to the projected annual budgets disaggregated for the GEF grant in order to compare how the actual disbursements met their annual targets. The execution rate was a remarkable 90.26

percent and the total amount disbursed was 3,970,000, disbursements started slowly and grew steadily. Slow initial progress in the early years was due to delays in implementing the project categories relating to planting and construction materials and that of training which combined accounted for 73 percent of GEF funding. Project management suffered persistent delays mainly attributed to a) high staff turnover at the top level of project management; b) understaffing of the RPCMU. Late AWPBs were being consistently reported as late as 2016, project management gradually improved and during the MTR, implementation was generally found to follow the AWPB although timings were reportedly 'rather late' at times. Delays in procurement have been a consistent challenge and characterised with poor record management and poor process flows, and the procurement plan was not consistently implemented. After initial problems in M&E were identified and solutions implemented for an eventually satisfactory M&E for components 1-3, M&E for component 4 was unsatisfactory. A baseline was eventually completed in PY 3, two years late meaning the state of conditions that existed in the project areas prior to CBINReMP interventions could not be established. Project efficiency is rated as **Moderately Unsatisfactory (MU).**

vi. **Project impacts.** While all the indicators for project results have been broadly successful, measuring impact is complicated by the issues surrounding the baseline and the data being collected by the M&E system. It is for example difficult to assess project impacts due to a baseline that effectively does not capture the state of conditions that existed in the project areas prior to CBINReMP interventions. Improvements in household assets cannot be effectively monitored due to a lack of data and also the impact assessment and baseline being unaligned in its definition. Similar problems are relevant also in assessing changes in food security levels as a result of the project. Improving access to land however has been very successful resulting in reportedly decreased land disputes; the improvement of land tenure security in project sites; improved ability of farmers with maps (second level certification) to secure loans; the reduction of communal encroachment due to the existence of maps; and an increased female participation as committee members. Agricultural productivity varies between supervision missions reporting moderate increases in agricultural productivity, and poor data measuring, quantification and documentation. Conversely, the impact assessment reports crop yields in most of the watersheds under project intervention areas showed substantial improvements with crop production reportedly having doubled, despite no methodology being presented as to how the baseline data was collected. Despite problems in being able to monitor fluvial sediment process and carbon sequestration, positive impacts have been observed qualitatively for the former and retrospectively for the latter through historical satellite imagery and GIS analyses. A quantitative environmental impact study conducted on the exclosure of pastoral land showed remarkable improvements in soil percolation rates, vegetative cover, and improved species richness and diversity. Significant improvements were observed in off- and on-farm SLM treated land indicating greatly improved resilience to climate change events. Project impact is rated as **Moderately Satisfactory (MS).**

vii. **Project sustainability.** Social sustainability is rated highly as the project demonstrated excellent service delivery and a community ownership that through a buy-in of the equivalent of USD 34 million is 654 percent more than the USD 5.2 million planned at appraisal, and a very positive indication for the continuity of project activities. With some exceptions, all of the project activities are no-regret in as much as they are low-tech and also nature-based solutions that will help ensure their future sustainability. The project has given the beneficiaries the soft skills required to continue managing their livelihoods, these have resulted in their producing their own management plans for pasture management as well as wetland management plans. Project activities have brought substantial environmental and livelihood benefits with on average low technical requirements and are sustainable provided that they continue to be managed by the community. Most of the project works are implemented by the beneficiary communities themselves, and well-anchored in the decentralized administration, hereby providing for institutional sustainability as activities are easily absorbed under the Government structure upon the completion of the project. The remarkable environmental achievements have demonstrably improved resilience against the negative impacts of climate change by increasing land cover and reducing the risk of flooding, landslides and food insecurity hereby improving the prospect of environmental sustainability. Project sustainability could be further enhanced through a means of storing project documentation and knowledge products so that future projects can access and learn valuable lessons. Other areas could include more training and technical follow-up in the management of tree nurseries or woodlots; and ensuring that computer systems and databases are regularly updated for sustainable the land certification. Project sustainability is rated as **Likely (L).**

# I. Introduction

1. The Global Environment Facility (GEF) endorsed the International Fund for Agricultural Development's (IFAD) request for grant funding on the 25 March 2009 and made available the grant to IFAD as the Executing Agency to assist the Federal Democratic Republic of Ethiopia in the implementation of the Community-Based Integrated Natural Resources Management Project (CBINReMP). The project was fully integrated into the IFAD project to contribute to poverty eradication in the watershed through improving ecosystem integrity and livelihood. It also simultaneously aimed to improve ecosystems, be beneficial for biodiversity conservation while building resilience to the negative impacts of climate change. The project did not have specific GEF indicators and did not have an independent results framework.
2. CBINReMP aimed to produce Global Environmental Benefits (GEB) in improving the integrity of ecosystems (soil and water) and their functions; increase carbon stocks above and below ground in treated areas; and reduce sedimentation in rivers and streams and Lake Tana – waters of international significance. The project was also aligned with the GEF focal area on Land Degradation (LD) Strategic Objective 2: to produce mutual benefits for the global environment and local livelihoods through catalysing SLM investments for largescale impact. The project was due for completion on 31 March 2017 and received one extension until September 2018; it was originally due to close on 30 September 2017, this was changed to 31 March 2019. As per the Project Design Report (PDR) the IFAD loan was USD 13,016,000, the total GEF grant was USD 4,400,200, the GoE and beneficiaries were to contribute respectively USD 2,775,500 and USD 5,233,000 as in-kind contributions.

# II. Project Description

## a) Project context

3. Ethiopia is situated in East Africa between 30N and 150N latitudes and 330E and 480E longitude with a total area of 1,130,000 $km^2$. It is a country of great geographical diversity with altitudinal ranges from the highest peak at Ras Dashen 4,620m above sea level down to the Afar depression around 110 m below sea level. Much of the country consists of high plateaus and mountain ranges. Altitude is one of the dominant factors influencing the climate and vegetation of the country.
4. The Amhara National Regional State (ANRS), situated at 90 to 130 45'N and 360 to 400 30` E, occupies about one-sixth of the country (170,750 $km^2$). The region is characterized by diverse elevations with the lowest point at about 600m above sea level and the highest at 4,620m above sea level. The highest peak of the country, Ras Dashen and the source of the world's longest river, the Blue Nile, are found in this region. The Lake Tana watershed (LTW) is found in the ANRS and is part of the Nile basin, situated within the upper course of the Blue Nile River Basin. Geographically situated between latitude 10°58` – 12°47`N and longitude 36°45`-38°14`E, the watershed consists of 347 Kebeles, and 21 Woredas (districts) in four administrative zones of the ANRS. The watershed has a total land surface area of approximately 15,000 $km^2$ of which about 55% is under cultivation. Water bodies, grassland, shrub-land and natural forest cover approximately 21 percent, 10 percent, 9 percent and 0.4 percent of the total area of the watershed, respectively.
5. The LTW has eight major agro-ecological zones, namely Hot to Warm Sub-Moist (4%), Tepid to Cool Sub-Moist (17%), Cold to very Cold Sub-Moist (1%), Hot to Warm Moist (1%), Tepid to Cool Moist (64%), Cold to very Cold Moist (5%), Tepid to Warm Sub-Humid (1%) and Tepid to Cool Sub-Humid (7%). The mean annual rainfall of 12 meteorological stations within the watershed varies from 800 - 2,000 mm. Similarly, the average temperature ranges from 11.4 to 16.9ºC. There are eight main types of soil groups found in the LTW, Cambisols, Alfisols, Fluvisols, Leptosols, Luvisols, Nitisols, Regosols, and Vertisols.

## III. Project Relevance

### a) Project Objectives

6. The goal of the project was to contribute to poverty eradication in the watershed through improving ecosystem integrity and livelihood. The objective was to increase household incomes through sustainable land management practices in the Lake Tana Watershed (LTW). Simultaneously, improvements to ecosystem function would also to be beneficial for biodiversity conservation and aimed to protect against the adverse effects of climate change. The project's objectives as outlined in the PDR aimed to be achieved through the first three components and were during the course of implementation also met through an additional fourth component:

    i. **Component 1: Community-based integrated watershed management.** Technologies and management practices for integrated farming and watershed management systems encompassing agroforestry, crop production and livestock/pastureland management were to be demonstrated and promoted. This approach aimed to enhance ecosystem integrity and conservation of biodiversity within the LTW.

    ii. **Component 2: Institutional, Legal and Policy Analysis and Reform.** This aimed to create an enabling environment and institutional capacity at the local and regional levels to mainstream SLM principles into regional policies, strategies, and action plans pertaining to agriculture, forestry and water development. The objective was to encourage sustainable use of natural resources through creating opportunities and incentives for individuals and communities better manage their land.

    iii. **Component 3: Efficient and effective project coordination and management.** This component comprised Project Management and Project Monitoring and Evaluation (M&E).

    iv. **Component 4: Sustainable adaptation to Climate Change.** This component aimed to promote sustainable land management and poverty reduction through improved livelihoods within the Lake Tana Watershed. It was to be achieved through improving the adaptive capacity of targeted communities to climate change through climate smart livelihood diversification and integrated watershed development.

### b) Implementation Arrangements

7. The GEF grant was fully integrated into the CBINReMP IFAD investment and the Annual Work Plan and Budgets (AWBP) was also fully integrated into project reporting, processes and structure. The project was managed across three administrative levels (regional, Woreda and Kebele / community levels) in line with the government institutional set-up. At regional level project implementation arrangements included a Project Steering Committee (PSC) and a Project Coordination Unit (PCU). At woreda level, the Woreda Steering Committee (WSC) comprised prominent stakeholders which guided the project. In addition, the Environmental Protection Authority (EPA) and National SLM Platform played important roles in establishing international linkages and give policy directions.

8. **Financial management** procedures were explained in detail in the PIM and covered the five stages of the project accounting cycle: the planning stage; the committing funds stage; setting commitments; replenishing the designated and interest accounts; and financial reporting and auditing. The planning and budgeting inter alia also explained that it was necessary to report on balances by component as well as category.

9. **PDR Logframe.** The mission found that a clearly articulated results framework was developed as part of the PDR and Project Implementation Manual (PIM) for the original components 1-3 but this was unfortunately not the case for component 4 that was introduced during implementation. As approved in the GEF CEO endorsement no GEF specific ProDoc with separate results framework or core indicators was designed. The project was as a whole found to be aligned with GEF strategic frameworks and related Global Environment Benefit (GEB) indicators that were clearly articulated, there were therefore no GEF indicators beyond this that were specifically tied to GEF financing. GEF financing was essentially additional financing, as such impacts and results are articulated as part of the entire IFAD project. While the indicators for the first three components were found to be Specific, Measurable, Achievable and Attributable, Realistic, Time-Bound, Timely and Targeted (SMART), this was not so for the last component. Based on the information made available to the mission, the TER

believes that component four suffered from insufficient monitoring and reporting stemming from a lack of a logframe, specific indicators, results framework and centralised collecting and general M&E of project results.

10. **Relevance to rural poor.** Ethiopia was and still remains one of the poorest countries in the world where agriculture accounts for approximately 50% of the GDP and 90% of export earnings. Agricultural performance has improved little over the past 50 years and while Ethiopia has achieved an overall reduction in poverty levels as well as food insecurity, 30% of the population remains below the food poverty line. Chronic malnutrition remains a serious challenge as 44% of children under 5 are stunted and 10 percent malnourished.[1] Land degradation is the main environmental problem in Ethiopia and one of the major causes of low and declining agricultural productivity and continuing food insecurity and rural poverty.[2]
11. The degradation of the natural resource base in the Ethiopian highlands on which the overwhelming number of the rural population depend for their survival and livelihoods, is the main underlying cause of the low agricultural productivity and chronic food insecurity. Rough estimations indicate that, on average, 2-3% of the agricultural GDP is lost annually due to land degradation. About 85 percent of the land surface is considered prone to moderate to very severe soil degradation. High climate variability is a compounding factor leading to food insecurity and rural poverty while the land degradation simultaneously contributes to climate change through the loss of $CO_2$.
12. To address the outlined challenges, the project aimed to promote sustainable land management and improved ecosystem integrity to support the sustained poverty reduction for about 450,000 rural households in the Lake Tana Watershed. The objective was to bring 9,400 ha under improved range management; 227,500 ha under Sustainable Land Management (SLM); 20,900ha under forestry; 32,500ha of reclaimed agricultural land; and establish a database of existing land use patterns and natural resources. As a result, the project target was to sequester at least 200,000 tonnes of carbon in soils, 500,000 in forests / plantations, and a further 2,500 tonnes in soils under pasture. As a consequence of improved natural base, the project was to increase per capita income by 25 percent; reduce stunting of children <5-year-old by 15 percent; involve 300,000 households in watershed planning and management, range improvement and participatory forestry; and at least 32,500 households with access to reclaimed land.
13. **COSOP.** The project was consistent with IFAD objectives as stated in the Country Strategic and Opportunities Programme (COSOP) that was developed and agreed with the Government in October 2000. The COSOP was relevant to the emerging policy and institutional context at the time. Through enhancing access by poor rural households to productive natural resources and better production technologies, the Community-Based Integrated Natural Resources Management Project was also aligned with the IFAD Strategic Framework 2007-10 as well as the current Strategic Framework 2016-2025.
14. **National policy and strategy alignment.** As outlined in the project design document, the project objectives were aligned with a number of laws and policies. These are further outlined in the below table while also providing an update on the current relevant policy and strategy landscape.

Table 1 Project historical and current alignment with national policies and strategies.

| Policy / Strategy | Relevant Objectives | CBINReMP Alignment |
|---|---|---|
| Policies and strategies relevant at project design stage. | | |
| Environmental Policy of Ethiopia (EPE) (1997) | Policy goal of the EPE is to promote sustainable social and economic development through the sound management and use of natural, human-made and cultural resources and the environment. The sectoral | Project was aligned through its focus on integrated, cross-sectoral management of natural resources, mainstreaming SLM into policy and land use planning. |

[1] WFP (2014) Comprehensive Food Security and Vulnerability Analysis – Ethiopia https://www.wfp.org/content/ethiopia-comprehensive-food-security-and-vulnerability-analysis-2014
[2] Gashaw, Temesgen. (2014). Land Degradation in Ethiopia: Causes, Impacts and Rehabilitation Techniques. Journal of Environment and Earth Science, Vol.4, No.9.

| Policy / Strategy | Relevant Objectives | CBINReMP Alignment |
|---|---|---|
| | principles relevant to the project are: Sustainable Agriculture; Forest Woodland and Tree Resources; Genetic, Species and Ecosystem Biodiversity; Water Resources; Climate Change; and Environmental Education and Awareness. | |
| Ethiopian Water Resources Management Policy (1999) | Objectives were the sustainable development of water resources; water allocation and development of integrated water plans; combatting drought through improved water efficiency in allocation, redistribution, transfer, storage and usage; flood mitigation through land rehabilitation; and general water conservation. | The project was aligned through its focus on on- and off-farm Sustainable Water Conservation (SWC) activities; and the development of watershed and wetland management plans. |
| Ethiopian Water Sector Strategy (2001) | With the aim to implement the Water Resources Management Policy, the strategy focuses on improving food security; the promotion of sustainable access to water; the promotion of water resources development; the expanding of irrigated agriculture; and improving irrigation water-use efficiency. | The project was aligned through the SWC activities and also through the promotion of small hand-dug pulley-wells. Rehabilitation of degraded land also promotes increased soil percolation rates and ground water regeneration. |
| Agricultural Development Led Industrialization (ADLI) strategy (2002) | The ADLI aims at increasing agricultural productivity - the main engine for both agricultural and industrial sector progress. The main focus is on improving food security and increasing rural employment opportunities. | The project was aligned through its main objective to contribute to poverty eradication in the watershed through improving ecosystem integrity and livelihoods hereby improving food security through increased environmental regeneration and resilience. |
| New Partnership for Africa's Development (NEPAD) and African Union (AU) Comprehensive Africa Agriculture Development Programme (CAADP) (2003) | Programme with the goal of fostering a broad-based agricultural-led economic growth in African countries by focusing on improving agricultural productivity and competitiveness. Project relevant objectives include: Extending the area under sustainable land management and reliable water control systems; Increasing food supply and reducing hunger; Agriculture technology dissemination. | The project was aligned through the promotion of SLM and SWC, improving ENRM and agricultural productivity. |
| Strategy for rural and agriculture-centred development as a means of Eliminating the country's food aid dependency (2003). | Objectives include the aim to promote economic development, minimise vulnerability to external shocks and dependency on foreign aid through the introduction of low-tech agricultural technologies. | By improving the natural resource base the project helps promote sustainable local livelihoods that contributes to reducing the exposure to climatic and other external shocks and dependency on foreign aid. |
| Biodiversity Strategy and Action Plan (BSAP) (2005). | The overall objective is one of strategy development for combating erosion of the biodiversity hereby ensuring conservation. Specifically, the project was aligned with the objective to | The project was aligned through the development of NGO partnerships for sustainable NRM. |

| Policy / Strategy | Relevant Objectives | CBINReMP Alignment |
|---|---|---|
| | develop effective, integrated sustainable NRM systems in partnership with NGOs. | |
| Plan for Accelerated and Sustained Development to End Poverty (PASDEP) 2006 – 2010 (Current replacement GTP II) | Objective was to lay out the directions for accelerated, sustained, and people-centred economic development including inter alia in areas of laying out the fundamentals of the Agricultural Development Strategy; Gender and Development; Environment; (water resources, water supply). | The project was aligned with its strategy to improve livelihoods and agricultural productivity through improving the natural resource base; community-based management plans and approaches; and SWC measures. |
| Climate change National Adaptation Programme of Action (NAPA) (2007) | The identified priority activities that responded to the urgent and immediate needs with regard to adaptation to climate change included: Improving agricultural productivity through improved technologies; Water harvesting and improved water efficiency; Integrated watershed management and practices; CC awareness raising at all levels; and income diversification. | The project was aligned in its approach in integrated watershed management; promoting SWC, SLM, climate change awareness raising, and improving the climate resilience of the natural resource base buffer to cope with climate events. |
| Forest Policy and Strategy (2007) | The aim is to meet public demand in forest products and foster the contribution of forests in enhancing the economy through forest conservation and development. Relevant objectives include: Encouraging sustainable forest development through technical assistance; Sustainable enhancement of forest resource development to meet demand for forest products; Contribute to food security through the identification, rejuvenation, multiplication and distribution of indigenous tree species. | The project was aligned through its promotion of tree planting and forest conservation. |
| Forest Development, Conservation, and Utilization Policy of 2007 | Policy to bring about sustainable development through community participation. The aim of the policy is to 'meet public demand in forest products and foster the contribution of forests in enhancing the economy of the country through appropriately conserving and developing forest resources'. | The project was aligned through its promotion of tree planting and forest conservation. |
| Rural Land Administration and Use Policy (RAUP) | RAUP covers cross-sectoral policies to prevent land degradation and natural resource depletion in the region. | The project was aligned through its focus on reversing land degradation and on improving NRM. |
| Updated and current policies and strategies. | | |
| Climate Resilient Green Economy Strategy (2011). | The strategy aims to achieve Ethiopia's 2025 objective of becoming a middle-income country through a green economy. The project-relevant | The project was aligned through its main objective to contribute to poverty eradication in the watershed through improving ecosystem integrity and |

| Policy / Strategy | Relevant Objectives | CBINReMP Alignment |
|---|---|---|
| | objectives include improving crop and livestock production to improve food security and farmer incomes while reducing emissions; and protecting and re-establishing forests for their economic and ecosystem services and carbon storage. | livelihoods hereby improving food security through increased environmental regeneration and resilience. |
| National Policy and Strategy on Disaster Risk management, (2013). | As part of the national framework for Disaster Risk Reduction the project relevant objective aims to reduce disaster risk and vulnerability through awareness raising and building environmental resilience to natural hazards. | Through its approach of rehabilitating degraded land; improving the SWC management of on- and off-farm; and rehabilitating bare pastoral land; stabilising trenches and gullies; and improving soil water retention rates, the project reduces the environmental vulnerability to natural hazards. |
| Growth and Transformation Plan II (2016 - 2020) (GTP II) (updates PASDEP) | The comprehensive and cross-cutting national development plans align with Project objectives through the promotion of sustainable agricultural growth within the Climate resilient Green Economy framework. The objectives include: crop farming and pastoral development; Natural resources conservation and utilisation; Watershed management; Rural Land Administration; Irrigation development; Improved sustainable biodiversity conservation; and Improved food security and disaster prevention. | The project was aligned with its strategy to improve livelihoods and agricultural productivity through improving the natural resource base; promoting community-based participatory watershed management plans, forestry management plans, and wetland management plans; rehabilitating of degraded soils; and SWC measures. |
| Ethiopia's National Biodiversity Strategy and Action Plan 2015-2020. | The strategy and action plan aims to conserve and sustainably utilise the biodiversity and ecosystems to enhance food security and contribute to poverty reduction. The identified strategic goals to achieve this include addressing the underlying causes of biodiversity loss; raising awareness; reducing direct pressures on biodiversity and promote its sustainable use; and contributing to ecosystem services, CCA and mitigation through improved forest cover and doubling of restored degraded lands. | The project was aligned through its activities to rehabilitate degraded pastoral land that has demonstrated to increase flora and fauna diversity. Its wetland management plans also target the conservation of waters of international significance. The improved ENRM will help ensure that there is an increased environmental buffer against climate events. |
| Ethiopia's Programme of Adaptation on Climate Change (NAP-ETH) (2019) | The goal is to reduce vulnerability to the impact of CC by: Enhancing food security by improving climate-smart agricultural productivity; Improving access to potable water; Strengthening Sustainable NRM through safeguarding landscapes and watersheds; Improving soil and water retention mechanisms; and Enhancing sustainable forest management. | With its focus on sustainable NRM, and safeguarding landscapes and watersheds, the project is fully aligned with the goal to reduce vulnerability to the impact of climate change. |

15. **GEF Objectives.** As stated in the GEF CEO endorsement document, the design of the project set out to promote the Land Degradation (LD) Focal Area that is to arrest and reverse current trends in land degradation. This comprises two Strategic Objectives (SO) namely i) to create an enabling environment that will place SLM in the mainstream of development policy and practice at regional, national and local levels; and ii) to create mutual benefits for the global environment and local livelihoods through catalysing SLM investments for large-scale impact. Unfortunately, GEF impacts and the indicators related to this Focal Area were not specifically identified in the results framework although there was some overlap with the GEBs. They are presented in the table below and the indicators are also in the reconstructed GEF dedicated results framework in annex 1. The CEO endorsement further details that the project was also aligned with the GEF Strategic Programme (SP) 1 in 'Supporting Sustainable Agriculture and Rangeland Management' but this is not reflected in either the 2008 or 2009 PDRs. The TER finds that under GEF 4 SP1 the project is aligned with two of the three elements namely: i) 'Dryland Management in Areas of Intense Competition for Land Resources'; and ii) 'Management of Semi-Arid to Sub-Humid Mixed Land Uses in Areas Prone to Severe Soil Erosion and Loss of Soil Fertility'.

Table 2 Land Degradation objectives, expected impact, indicators and sources of verification.

| Strategic Objectives | Expected Impact | Impact Indicators | Sources of Verification |
|---|---|---|---|
| **Strategic Objective 1:** An enabling environment will place SLM in the main stream of development policy and practice at regional, national and local levels<br><br>**Strategic Objective 2:** Mutual benefits for the global environment and local livelihoods through catalyzing SLM investments for large-scale impact | Overall decrease in trend and/or severity of land degradation | % Increase in Net Primary Productivity (NPP) and Rain-use Efficiency (RUE) | GLADA and LUCC mapping; CRIC reports; National GHG inventories |
| | Protected ecosystem functions and processes, including carbon stocks in the soil, plants and biota, and fresh water | % Increase in carbon stocks (soil and plant biomass) and/or % availability of fresh water | Carbon facilities, remote sensing (NDVI) |
| | A decrease in the vulnerability of local populations to the impacts of climate change | % decrease in mortality rates consequent upon crop failures and livestock deaths | National surveys and statistics |
| | Improved livelihoods of rural (usually resource- poor) land users | % decrease in number of rural households below the poverty line | National economic statistics; development reports |
| | Diversified funding sources for SLM | % increase in diversity of funding sources (e.g. private sector, CDM) | National economic statistics; development reports |

16. **The implementation arrangements** of the original 3 components were found to be well defined so as to ensure a smooth implementation. As reported in the November 2011 'supervision and implementation support mission report', after the CBINReMP was declared effective in March 2010 there was a lengthy initial implementation process before activity implementation could get underway. This involved opening of requisite accounts, submission and processing of the first Withdrawal Application and the initial deposit, establishment of the Regional Project Coordination and Management Unit (RPCMU) and the setting up of the Regional Steering and Technical Committees.

The Project was eventually formally launched in May 2011 with an inception workshop that brought all the stakeholders including Federal, Regional, Woreda, Kebele and beneficiary communities together. This was when the draft Annual Work Plan and Budget (AWPB) and Project Implementation Manual (PIM) were presented and thoroughly discussed. Following the participatory consultation, changes were agreed to both the AWPB and the PIM with the former to include additional inputs from the respective implementing agencies and other stakeholders and the drafting for the 18-month Procurement Plan. Specific suggestions were also made to the PIM that was revised and submitted to BOARD and the Ministry of Agriculture, which was in turn met with further delays resulting in the project being implemented without an approved PIM.

17. Further initial project implementation delays were caused by a slow response from implementing partners such as the former Institute of Biodiversity Centre (IBC currently Ethiopian Institute of Biodiversity (EIB)). As detailed in the 2012 supervision mission report, the RPCMU was also severely lacking technical staff to adequately supervise and coordinate project activities. This was addressed through a request to finance RPCMU staff and operational costs under the loan and grant, and enabled the RPCMU to hire an assistant accountant, soil and water expert, livestock/rangeland management expert, forestry expert and community facilitators to be part of the PMU. By PY3 overall physical project implementation was being reported as progressing satisfactorily.

### c) Design Changes.

18. CBINReMP underwent considerable design changes that were aimed at improving the performance of the components. Most significantly the project went from having 3 components to 4 and component 1 went from having 5 sub-components to 7. The TER finds that there have been many and frequent changes to the project structure which have not always been sufficiently explained and this is complicated by the fact that the pre-2015 MTR supervision mission reports do not take the opportunity to produce revised results frameworks and logframes that reflect the changes and which would have provided clarity and structure. The understanding of the TER is that the PIM initially removed output 1.5 “Land Certification’ and replaced it with ‘Facilitating Sustainable Adaptation to Climate Change’. 1.5 was then changed in the 2011 supervision mission to ‘participatory integrated wetland ecosystem management’ that included climate change, and land certification was moved to sub-component 1 together with participatory watershed management. Subsequently substantial changes were made as reported in the 2012 supervision mission with component 1 having 7 outputs and a fourth component with ‘Adaptation to Climate Change spun-off to its own component: ‘Facilitating Sustainable Adaptation to Climate Change’ and financed by a reallocation of the Spanish grant. The justification for which as stated in the 2012 supervision mission report, was to address a lack of resources.
19. Despite the MTR providing considerably improved clarity to the project structure, there was also the issue that in the supervision missions from 2016 and 2017 output 1.3 became on- and off-farm water conservation and 1.4 temporarily and unexpectedly changed from ‘On-farm Soil and Water Conservation’ to ‘Off-farm Employment Opportunities’ despite the respective progress tables not having an output that reflects this. Despite this lapse, a more structured approach was used from the MTR stage onwards when a list of components and sub-components and detailed indicators and results was regularly reported on. Updated logframes were also regularly presented post-MTR - although only for components 1-3 and not component 4.
20. The Spanish funds eventually expired in 2014 and a second phase of the sub-project (component 4) implemented by the Organisation for Rehabilitation and Development in Amhara (ORDA) NGO was approved in 2015 through an apparent reallocation of USD 1.8mln of GEF grant money that has not been explained or reported on or reflected in any supervision mission breakdown of financing by component. Component 4 also lacks a result framework, logframe, and a centralised M&E system. The project appears to have relied on the year-on-year annual non-cumulative reporting of output activity lines in the progress reports. It would have helped the apparent lack of ORDA capacity in designing and making use of a logframe and results framework if the supervision missions would have assisted ORDA in creating one or recommended training in this regard. The TER reconstructed the results framework and included it in annex 1.
21. Other changes to the original Project was the splintering of output 1.3 (also referred to as sub-component, or A.3) ‘Off-farm soil and water conservation measures implemented’. The activities under this output were identified in the PIM as: Off-Farm soil and water conservation; On-farm soil and water conservation; and wetland conservation. These became output 1.3 Off-farm Soil and Water

Conservation; 1.4 On-farm Soil and Water Conservation; and 1.6 Participatory Integrated Wetland Ecosystem Conservation.

22. **Project extension.** The project received one no-cost extension due to unrest in the region with the project completion moving from 31 March 2017 to 30 September 2018. Project closure moved from 30 September 2017 to 31 March 2019.

23. In view of the extent of project relevance with the needs and priorities of the rural poor; the extent to which the project was consistent with national development plans; poverty reduction strategies; agriculture; and rural development strategies in particular; to national policies relating to the themes relating to ENRM; climate change; and biodiversity project relevance is rated as **Highly Satisfactory (HS).**

## IV. Evaluation of Project Effectiveness

### a) Physical delivery and final products.

24. The primary contribution and added value of the GEF grant is measurable in the impact it had on focusing the IFAD investment on environmental focal areas as IFAD does not typically focus large sections of its projects to ENRM and Climate Change, these are typically directly financed through environmental and climate funds such as GEF money. The GEF grant was not tied to the implementation of specific activities beyond contributing to the GEBs and GEF strategic focal areas, instead as it is stated in the CEO endorsement, 75% of GEF funding would be allocated to component 1. The evaluation will therefore need to assess the effectiveness of the project as a whole. Furthermore, during the TER mission it came to light that while the PIRs reported only on components 1-3, and the supervision missions did not specifically state that GEF money was being reallocated, the mission received verbal confirmation that the USD 1.8mln budget for phase II of component 4 (2015-2018) appears to have been financed with reallocated GEF grant money. Unfortunately, this cannot be confirmed as project financial reporting did not disaggregate GEF spending by component as it was required to in the PIM, neither did the audit reports, and this fact also remained unreported in the supervision missions. The TER found the latter to have consistently inaccurately reported on component spending during phase II of component 4, without justifying or otherwise explaining the discrepancy. Despite having made every effort to secure this information during the TER mission, it will not be possible to assess financial effectiveness and justify overall spending patterns by component and whether any overspending has occurred in certain areas.

**Component 1: Community-based integrated watershed management.**

25. This component primarily focused on adopting best practices in SLM to improve land productivity and the livelihood of communities. Technologies and management practices for integrated farming and watershed management systems encompassing agroforestry, crop production and livestock / pastureland management were to be demonstrated and promoted. This approach also aimed to enhance ecosystem integrity and conservation of biodiversity within the LTW.

**Output 1.1 (or A.1) Participatory watershed management achieved.**

26. **Participatory preparation of database.** The aim was to address the absence of reliable data on existing land use within the watershed, which was one of the identified constraints to SLM. To this end current land use was to be mapped and land use pattern dynamics monitored to evaluate project impacts. As per PDR it was to achieve this by establishing a natural resource database of the watershed through mapping and making of an inventory of the natural resources and extent of land degradation, the gathering of baseline data, developing performance and impact indicators on land degradation prevention control and assessing the sustainability of SLM interventions. The project progress reports detail that work commenced immediately and by 2013 household socio-economic surveys were completed through 752 sample households from 67 micro-watersheds. The MTR report confirms that the land use database has been completed to good quality standard and sufficient to monitor the dynamics of land use during the course of Project implementation. The 2013 supervision

mission did make the point that the database should be made use of both for M&E (land use changes) and planning (prioritization of micro-watersheds) purposes and also that the report should have been shared with the regional SLM Platform.

27. **Integrated watershed management treatment plans.** This activity built on the database and focused on the development planning and management employed to improve rural livelihoods through the optimised natural resource use in degraded areas and areas of high potential within the LTW. The aim was to move away from conventional land use planning to focus on the potential of the land and the identified needs of the watershed inhabitants. The plan was for the activity to be completed early in the project cycle, however around 61 percent or 395 plans had been developed by the MTR stage and had been delayed because of the use of GIS in developing the plans. This forced the project to increase capacity development in the GIS training of 26 regional and Woreda experts. By project closure 100% of the targeted 665 plans were developed with GIS. The activity further engaged in beneficiary organisation through the development of 299 Kebele Watershed committees (90% of 334 target), and 100% of the 650 planned community watershed committees. At project closure, the project has trained a combined 7,331 beneficiaries enabling the committee members to take a lead in the overall planning and implementation of their own development agendas.
28. **Carbon sequestration enhanced.** One of the GEF GEBs was to increase the carbon stocks above and below ground in treated areas and while the project did clearly increase both in vegetative cover as well as soil rehabilitation, regular monitoring was not possible due to unavailable technical specialists. A retrospective baseline was recreated in the impact assessment at project completion and through a time series analysis, carbon sequestration for the 8 year period was estimated at 44,773 tCO2e, 6% of the target 700,000 although questions remain over how realistic the original target was.

**Output 1.2 Improved pasture and participatory forest management in place.**

29. This output addresses the recognition that the responsibility of the management and conservation of grazing and that of indigenous forests rests in the hands of the users. To address this the project aimed to stimulate the establishment of grazing land user associations and participatory forest management groups with the objective of improving and managing pasturelands and forests. Communities would ultimately be empowered to develop and enforce rules and regulations governing communal grazing lands and forests.
30. **Improved pasture management and forage production systems.** This activity focused on the development of high quality forage supplementary feeds using different forage development strategies. Through consensual community participation the project closed 32,123.65 hectares of degraded communal grazing land for their rehabilitation and promoted the cut and carry system. Furthermore the 2018 RIMS report also shows that a total of 157,673ha of land was under improved management practices. These changes have been supported with the development of 499 pasture management plans and bylaws (94% of the 533 target). The total hectares of land used for demonstrations of improved pasture management systems was 6,378.59ha as of March 2019 (90% of the 7,099ha target). Backyard forage development and distribution of forage seeds to farmers only reached 26 percent of the 145,872kg target with only 37,736kg distributed. Hectares used for backyard forage demonstrations also only achieved 3,509ha (32% of target). This was repeatedly flagged by supervision missions as caused by a lack of capacity. As recent as the 2017 supervision recommendations were made that the project expedite training activities and close the gap by August 2017, this evidently did not happen. The output further developed 356 among grazing land user associations and model communal grazing areas; 483 among management plans and bylaws were developed; 794 (82% of target) zonal and Woreda staff trained; 4,277 Development Agents (89% of target) trained; the training of 5,684 representative user groups (126% of target); and the training of 4,712 farmers (35% of target).
31. **Rehabilitation and management of degraded lands.** This activity was originally named ‘community forestry’ however the activities remained unchanged. It aimed to facilitate the establishment of plantations for the rehabilitation of degraded lands and timber production and it also focused on fuelwood plantations and the development of nurseries to produce seedlings. By March 2019, the project oversaw the combined establishment and management of 1239 nurseries (95% of target). The project produced 102,915,915 forest seedlings (57% of target) and 2,297,286 fruit tree seedlings (663% of target). The low performance of the forest seedlings production vis-à-vis the target was highlighted during the supervision missions and recommendations made to aggressively pursue the target for planting in communal lands and gulley eroded areas. The project reports that it planted

131,320,570 forests seedlings which are actually 28.4 million more than those reported to have been produced (92% of target) - this discrepancy was not clarified. Fruit seedling plantation also over achieved its target of 277,100 with 1,021,910 planted (368%) although it was not clear why fruit tree production and plantation overachieved by a considerable margin while those of degraded land rehabilitation under achieved.

32. **Improved participatory forest management.** The objective of this activity was to conserve and improve the remnant natural forests through a Participatory Forest Management system (PFM). This would involve the legal transfer of forest resources (user rights) from the government forest services to community management groups for their sustainable management. In the original design document a focus was put on training farmers in international carbon trading and carbon payment mechanisms to add value to carbon sequestration and counter the high transport costs and compensate for the lack of income from forest products. The objective of which was to help to ensure sustainability of the activity - although no reference to carbon trading and carbon payment mechanisms under this activity have been made in any of the supervision missions. The activity did however continue with the organising of 17 PFM user organisations, 16% of the target 107, and the area under PRM is reported as being 934 ha (102% of the target). The activity also trained 341 Woreda and zonal experts (94%), 769 Development Agents (DA's) (158%), and the training of 3,036 representatives of user associations. Presumably the latter were already existing user associations because there is a discrepancy with the number of PFM user associations (17) organised. This discrepancy was not explained in the supervision mission reports.
33. **Alternative energy.** The aim to introduce and promote fuel saving stoves and (cow dung-based) biogas was an innovation for Ethiopia, the aim of which was to reduce pressure on communal and private forests and help mitigate climate change. The project financially supported Bahar Dar University to improve the biogas technology to be better suited to local conditions and find solutions to problems they experienced. At project completion 1381 demonstrations promoting biogas were implemented (60% of target), the project also distributed 17,269 (63%) energy saving stoves.

**Output 1.3: Off-farm soil and water conservation.**

34. Soil erosion by water is one of the major threats in LTW. The main problems are expressed in both upstream and downstream locations. Upstream areas are affected by loss of fertile top soil, while downstream areas suffer from siltation (sedimentation) of the lake and reservoirs, and flooding of farms and wetlands. This problem contributes to the decline in land productivity and also affects the source of waters of international significance. Siltation also affects the integrity and functioning of ecosystems including loss of habitat and breeding spots of diverse flora of global importance.
35. **Rehabilitation of seriously degraded land.** The aim of this activity was to address the negative impact that badly degraded and rapidly eroding soils have on productivity and fertility, and downstream cumulative effects of silting of dams, reservoirs, and riverbeds. These are identified problems throughout the LTW. In implementing the activity the project has rehabilitated 23,949ha of seriously degraded land (46% of target); constructed 17,341km of hillside terracing (349% of target); stabilised 1,190,953 trenches (91%), 167,252 micro-basins (27%) and 45,293 eye-brow basins (18%). The MTR explains that the low implementation results are attributable to a persistent shortage of hand tools and a low budget availability, although it is noted that beneficiary contributions were making up for the shortfall with a recorded USD 8.9 million at MTR (and USD 34 million at closure), most of it for soil and water conservation and more than the USD 5.2 million agreed at appraisal. The project also constructed 15,431 percolation pits and 8,842 percolation trenches; rehabilitated 589 ha of gullies (70%); reshaped and revegetated 872ha of gullies (48%); constructed 478,836$m^3$ of stone check-dams (167%), 36,225m of brush wood check-dams (45%), and 105,732$m^3$ of gabion check-dams (72%); and 3 community ponds/water harvesting structures.
36. **Not completed.** The project has not been able to complete any of the activities relating to monitoring and assessing changes in sediment flows. These activities included establishing gauging stations, procuring equipment for hydrological monitoring stations, and water quality and sediment lab analysis. Consequently, there is no lasting capacity to monitor sediment flows after project closure. The absence of budgetary expenditure related to this activity was noticed during the MTR however no activity has been implemented since. No explanation was provided either, but discussions with project staff in Bahar Dar have brought to light that the contracted implementing entity was ultimately unable to deliver. In order to meet the GEF GEB 3 on reducing sedimentation, one of the agreed actions of

the 2018 supervision mission was to obtain a time series of sediment loads entering Lake Tana to monitor changes since 2010. This has not been done, instead a qualitative analysis has been carried out.

**Output 1.4 On-farm soil and water conservation**

37. Activities under this output aimed to control erosion and rehabilitate damaged areas on cultivated land and together with output 1.3, has been one of the priorities of the project. Under this output, soil and water conservation measures were applied to gently sloping farmlands and were largely successful. Overall the activity treated 143,990ha of farmland with soil and water conservation measures (86% of target); 35,950km (149% of target) of stone bunds were constructed, as well as 77,147km (116% of target) of soil bunds, 461,468km (158% of target) of cut-off drains, 749,833km (174% of target) of waterways, 22,837km (49% of target) of bund plantations, and 431ha (29% of target) of gulley rehabilitation. The project also trained 393 (43% of target) zonal and Woreda staff, 2,715 (69% of target) Development Agents and supervisors, 18,597 farmers (38% of target) were trained on SWC, community pond, roof water harvesting and hand dug well construction.

**Output 1.5 Biodiversity and ecosystem conservation.**

38. Conserving biodiversity and securing / re-establishing ecosystem integrity was at the heart of the project. Interventions under this subcomponent aimed to contribute towards the conservation of agro-biodiversity and in-situ conservation of the ecosystem integrity, with a view to minimise the loss of local varieties of agricultural field crops. The Ethiopian Institute of Biodiversity (EBI, formerly Institute of Biodiversity Conservation (IBC)) was the responsible implementing entity for the gene banks biodiversity and ecosystem conservation. The output sought to conserve the rich flora in the Lake Tana Watershed through training farmers on gene bank management and biodiversity conservation.
39. The original Memorandum of Understanding was signed in April 2012 and an area study conducted that determined the need for 4 gene banks with each representing a specialisation in different indigenous species. For each gene bank, 10 households were selected as custodians and together with other community members trained in gene bank management. Construction of the gene banks were considered close to completion in the 2014 / 2015 MTR report, but were ultimately beset with delays caused by the original Atnafu Ashene contractor being unable to complete construction on time. After protracted attempts to complete the construction in 2017, deadlines set by the 2017 supervision mission to complete construction came and went. The 2018 supervision mission noted an agreement with EBI to submit a detailed action plan by May 2018 and although the contracts have been reportedly assigned to another contractor, at project closure in September 2018 no gene banks have been completed. There is still concern about EBI's ability to manage this contract remotely from Addis Ababa and the risk of failure to complete the construction beyond the project completion remains a reality.
40. Despite the problems in constructing the gene banks, the project has been reporting on progress being made in other related aspects. In order to facilitate the operation of the four seed banks under construction and possibly construct others in future, the project has been working with the Amhara National Regional Cooperative Agency to develop a bylaw known as Indigenous Seed Producer's Cooperative bylaw as guiding rule for the certification of crop conservation associations in line with the existing cooperative establishment guidelines. The 2016 - 2017 project progress report also reports that the project had established producer and marketing cooperatives in Wondata, Ambomesk, Awuzet and Meskel Kirstos with respective members of 35, 36, 50 and 54. The cooperatives also agreed with 232 non-member households to undertake local seed multiplication for teff, maize, finger millet, fabbabean, barley, nigerseed, chickpea, wheat, lentil, etc. In relation to this, technical training has reportedly been provided on the issues of local crop seed conservation and quality assurance for 42 cooperative members.
41. In-situ conservation is one of the other activities planned by the project to conserve the biodiversity of the area. Accordingly, out the targeted 15 sites 40 percent (six sites) have been selected, demarcated and inventories completed. The delays were caused by a general lack of capacity that the EIB exhibited in remotely project managing the construction of the gene banks. The 2016 supervision mission noted that there is lack of management plan for the in-situ conservation sites by the project that put sustainability at risk. More focus was recommended to be placed on the formulation of the

management plan before continuing demarcation of new sites. It also recommended that EIB link with Bioversity International to learn from best practices in the formulation of the management plans and bridge some of the knowledge gaps in the institution. The 2016 supervision mission was the last to report on this activity, there has been no update or follow-up since. The PDR indicator for an economic evaluation for biodiversity has been removed from the list of indicators with no explanation given.

42. Overall, the project furthermore reports that in total 120 community researchers were facilitated (100% of target); awareness was raised with 684 individuals (74% of target) on the advantages of community seed bank associations; and 9 campaigns (16% of target) in protecting against invasive species. The progress reports of both 2016-17 and 2017-18 report that awareness has been raised among 25 schools, 35 biodiversity club leaders and 48 school principals and education experts.

**Output 1.6 Participatory integrated wetland ecosystem conservation.**

43. Poor agricultural practices, over-exploitation of natural resources and erosion originating from highland run-offs have been identified as a major cause of land degradation and siltation of wetlands as well as of lakes and rivers leading to increased flash-floods. The aim of this output that was first outlined as an activity of the original output 1.3, was to establish comprehensive and sustainable wetland management plans. They were to build on existing traditional institutions and knowledge to be reinforced by training and capacity building of technical staff at Kebele and Woreda levels, and leaders of Community-Based Organisations (CBO). A group of six institutions formed a consortium of implementing partners responsible for implementing this subcomponent that were to be led by Bahar Dar University. At project closure on the 31st of March 2019 this output has unfortunately not delivered the expected results. Only 19 of the planned 30 reconnaissance surveys and 19 of the planned 45 wetland management plans have been completed, with 2 of the planned 6 having been implemented and 19 environmental management plans also having been completed. The 2018 supervision mission reports a strong focus on still needing to acquire the necessary machinery to control the water hyacinth in Lake Tana. Unfortunately, there have been no up updates on this since then, leaving up to interpretation whether the project will see a return on investment or what the impact has been.

**Output 1.7 Land Certification**

44. This output as detailed in the PDR, aimed to address one of the barriers to sustainable land management, which is that of land tenure insecurity for land users and one that discourages investments in land improvements and encourages over-exploitation of communal land and natural resources. To aid the Amhara National Regional State (ANRS) in developing a land use and administration policy, this output aimed to enhance the land certification process by training local land administration committees and employing and training contractual staff at grassroots level to complete certification. The interventions under this output aim at the production of a land register, including maps that reflect ownership of land as well as issue certificates to the respective owners. This provides the proprietors the authority to hold, use and manage the land as set out in the Proclamation.
45. During the design of the Project, it was foreseen that first level certificates would be granted to 450,000 households and user groups for communal grazing and forest lands. Support for second level certification was to be provided in five pilot sites. Training was to be provided to about 1,650 Kebele and Sub-Kebele Land Administration and Use Committee (LAUC) members in land administration, and for use in conflict resolution. An additional 4,550 community leaders and others involved in land administration would be sensitized, trained and exposed to similar development practices within Ethiopia. The Project would also support regional experts in training 63 Woreda-based staff from BoEPLAU in surveying, mapping, and the preparation and maintenance of land registers and issuing of certificates. About 210 technicians would be contracted to expedite the first level land certification. Computers and survey equipment would also be provided.
46. **The implementation** initially involved the training of 2,021 (131%) of zonal and Woreda staff, 2,579 Kebele land administration experts (239% of target) and 21,481 Kebele land use committees (46% of target). The project proceeded with cadastral surveys for which 50 surveyors were hired (32%) and a further 50 were trained (32%), this resulted in 25,370 cadastral surveys[3]. The project resulted in the

[3] The logframes and reports do not specify the unit - whether surveys or ha of land surveyed or cadastral parcels.

refining of existing land registration data for 324,942 holdings[4] (55%); the registration of a further 282,305 holdings (148%); the computerised registration of 413,991 holdings (49%); the completion of first level certification[5] for 303,987 holdings (181%); the issuance of 9,577 second level certification[6] (34%); and the training of 21,740 female land owners (105%).

47. **Outcome.** The TER mission reports that initial findings of this output have resulted in reportedly decreased land disputes; the improvement of land tenure security in project sites; improved ability of farmers with maps (second level certification) to secure loans; the reduction of communal encroachment due to the existence of maps; and an increased female participation as committee members. While the 2018 supervision mission notes that second level certification is a protracted process which explains the reduced number of respective certifications, there was also an issue of sustainability after project completion. It expresses concern that sufficient funds be found to support the Regional Bureau of Agriculture to continue to fund expert teams needed for surveying and computerisation of records so that they are not lost. The TER has not been able to verify a final status on this issue.

## Component 2: Institutional, Legal and Policy Analysis and Reform

### Output 2.1 Improved Institutional Capacity for SLM activities.

48. **Policies and legislation.** The aim of this component was to create an enabling environment and institutional capacity at local (Kebele, Woredas/district, and regional) levels to mainstream SLM principles into regional policies, strategies and plans for agriculture, forestry and water management. It also aimed to strengthen the capacities of public institutions and community-based organisations, inadequate policies, legislation and regulations on the use and management of grazing lands, forests and wetlands that constitute major barriers for SLM. The process of reviewing policies and legal frameworks for natural resources management and environmental conservation has been reported in the MTR as having progressed slowly. Only the process undertaken by the BoEPLAU of updating the 'Regional Conservation Strategy and Action Plan for Combating Desertification' has been completed. Other activities that were included, undertaken by the Bureau of Agriculture - and severely delayed, were a) updating legislation for the Amhara Forest Action Project; and b) development of policies and strategies for wetland and grazing land management. By project completion three of the target six policies have been completed, these are the Regional Conservation Strategy and Action Plan; the Communal Grazing Land Management Legislation; and the Wetland Management Legal Framework although they still need to be finalised.

49. **Promotion of off-farm employment opportunities.** This activity has occasionally in supervision missions for 2016 and 2017 been reported as output 1.4 (or A.4) and confusingly in the 2017 progress table as output 1.8, but the TER has confirmed its place in component 2 by making reference to the PDR and MTR. The activity sought to organize and train the landless, near-landless, and the unemployed youth to engage in off-farm Income Generating Activities (IGA) followed by linkages with organised markets. By MTR the Project had trained and exposed a total of 2,500 of this target group in alternative/off-farm employment opportunities; this was 10% of the appraisal target. The last supervision mission that reported on this activity was that of 2017 as it was missing from that of 2018. At this stage, it reported that the 85 groups were formed consisting 850 landless (nearly landless) and unemployed youths including men and women members. They have been sensitised, trained and organized in the five predominant IGAs in which the majority of the groups are engaged. Different enterprises such as bee keeping, vegetable and fruit production, cattle fattening, forest production and poultry.

50. The project also developed a IGA manual to guide the Woredas in selecting and implementing IGAs. The Amhara Vocational Training Institute undertook the financial viability assessment and also provided the necessary skill trainings in view of successful IGA uptake and sustainability. There were also attempts to integrate a combined set of IGAs and natural resource management practices, which

[4] Holdings are not a reference for HH, a holding can contain several households.
[5] First level certification refers to registering land holders only – no map.
[6] Second level certification is supported with map cadastral surveys, established control points, preparing of maps and the endorsing of farmers.

aimed to enhance prospects for sustainability. At project closure it is reported that 10,133 youths and women were organised and supported for IGAs.

## Component 4: Sustainable Adaptation to Climate Change - Phase II (2015-2018).

51. **About component 4.** This component was originally created in 2011-2012 and financed with the Spanish grant. It was subsequently upscaled in 2015 with an estimated USD 1.8m budget that the TER has been informed was financed with GEF grant money, although the exact source of financing cannot be verified. The TE consultant met with the implementing NGO 'ORDA' among other implementing agents and secured a copy of the project design document that was otherwise unavailable, additionally, this component has not been reported on in the annual PIF that was submitted to GEF and has also been underreported on in the supervision missions. Assessing the effectiveness of this component has been a challenge also as no results frameworks or logframes were kept. The TE notes that the impact assessment has presented data obtained from ORDA progress reports, but this was not categorised at output level. ORDA has been very helpful and cooperative in supplying the TE with project documents and progress reports during the field mission to Bahar Dar which greatly facilitated the TE. The TER has used these progress reports, which it found to be well documented to report on the implementation of the component and retrospectively reconstruct a results framework of project activities and results which is presented in annex 1. It needs to be stressed that this is based on the adding-up of annual reporting of results, no apparent cumulative results were kept in a centralised M&E database or made available to the TE beyond the impact assessment report. The raw data provided in the progress reports were also listed by activity code, consequently reconstructing it has been a challenge.
52. **Objective.** The PDR of this phase II of component 4 details that the objective of the project is to contribute to the promotion of sustainable land management and poverty reduction through improved adaptive capacity of targeted communities to adverse impacts of climate change through smart livelihood diversification and integrated watershed development in the Lake Tana Watershed. The project comprises two sub-components namely 1) Adaptation to Climate Change and Subcomponent and 2) Mitigation of Climate Change. In assessing the degree of success of the component, the TER notes that the original targets that were presented in the PDR were overly enthusiastic and that they were subsequently revised, but beyond the annual targets of the progress reports there is no record of these revised targets in any supervision mission report.

## Sub-component 1 Adaptation to Climate Change

### Output 4.1 Sustainable Adaptation Enhanced

53. **Conduct on-farm research for climate-smart crop production.** Having identified the need for improved seed varieties to improve crop yields, the project partnered with the Adet Agricultural Research Centre to help ensure productive seed access. It worked to integrate indigenous knowledge with the scientific approaches ensuring collaboration between subject matter specialists and farmers, hereby helping to improve the adaptive capacity of the community to climate change impacts and sustain livelihoods. The project created 21 Farmer Research Groups (FRG) (target 15) comprising 189 beneficiaries (target 180); conducted familiarisation workshops with farmers; 65 DA's and 75 Woreda experts were trained on on-farm research; the output produced 231kgs of improved malt barley and wheat seed.
54. **Promoting highland apples.** In order to combat land degradation, the project supported alternative income generation activities in the form of promoting highland apples. The project provided 26,405 grafted apple trees to 1,150 beneficiaries of which 48 were female, which is an average of 23 trees per beneficiary. The 2017 supervision mission did comment that the grafting of apples was generally poor and inadequate management of seedlings and vegetables were likely to result in low productivity and /or significant crop loss, no subsequent follow-up seems to have taken place.
55. **Provision of improved potato.** As part of the livelihood diversification strategy the project supported the provision of improved potato varieties. The project provided 1,212 quintals of potatoes and delivered them to 207 beneficiaries of which 10 were female. The number of hectares that were cultivated were not consistently reported on, only in PY 2 was it reported that 10.6 ha were cultivated.

It was also reported in PY3 that the improved potato varieties that were introduced, improve yield per hectare from the traditional by 169 quintals per hectare (from 149 to 318).

56. **Organic fertiliser.** The project also promoted the use of organic fertiliser, it trained 82 farmers of which 5 were women, it provided 166 litres of microorganisms to produce compost, of which it produced a total of 612 $m^3$.

**Output 4.2 Integrated Watershed Development Plan and Management in Place.**

57. **Integrated watershed management.** As part of the effort to improve community watershed management, the project set out and trained community members on concepts of integrated watershed management and participatory planning. In total 129 Woreda experts were trained (18 planned – 716%); 210 Development Agents (75 planned – 280%); 32 ORDA staff (7 were planned – 457%); 563 surveyor farmers of which 14 were women (150 were planned – 9%); 1090 watershed users were trained (140 were planned – 779%). The project proceeded to establish 50 watershed committees; and identified 6 watersheds.

**Output 4.3 Degraded communal lands treated with SWC.**

58. **Off-farm.** Building on the training provided, the project proceeded to improve the degraded lands in the watershed that had been identified through soil and water conservation measures. The project reports that 25km of hillside terraces have been conserved (from target of 500km); 1372$m^3$ of cut-off drains have been constructed (from a planned 1050$m^3$); 1198 $m^3$ of waterways constructed (700$m^3$ planned – 171%); 680 improved pits (2700 were planned – 25%); 62ha of bench terraces (10ha were planned – 620%); 2694 $m^3$ of gabion check-dams (5000 were planned – 54%); and 6085 $m^3$ of stone check-dams (10,000 were planned – 61%).

**Output 4.4 Cultivated lands treated with SWC measures.**

59. **On-farm** soil and water conservation measures have resulted in the construction of 1126km of soil bunds (800 planned – 141%); 430km of stone-faced soil bunds (500km planned – 86%); the provision of hand tools; the stabilisation of 763 km of bunds through no-regret means such as planting of phalaris, banana grass, treelucern, grass and desho (2000 km were planted – 38%).

**Output 4.5 Protecting and rehabilitating degraded forestry and agro-forestry areas.**

60. In an effort to reverse land degradation the component mimics outcome 1.2 in promoting agroforestry development. The project established 11 nurseries (3 were planned – 366%); produced 2,701,040 seedlings of which 1,073,213 were planted on 136ha using alley cropping technology[7].

**Output 4.6 Promotion of on- and off-farm livelihood diversification.**

61. As a means of improving farmer resilience the project promoted new livelihoods that help reduce farmer vulnerability and simultaneously also have positive environmental benefits. It is not entirely clear from the progress reports exactly how many households were supported, or how many $m^2$ of plots cultivated, but 6 apple seedling producers were supported; 126 village and loan groups were supported and trained; 239 bamboo seeds distributed; 190,500$m^2$ of backyard fodder was planted; 89,065 hop seedlings distributed and 47 DA's trained.

**Output 4.7 Institutional capacities and empowerment of beneficiaries increased through risk and vulnerability management capacity skills.**

62. The project organised and strengthened 30 platforms (15 were planned – 200%). It supported 30 platforms at Kebele level in building climate change awareness; and trained 382 people on climate vulnerability and capacity analysis. This training aimed to enhance their competence in developing a watershed development plan, as well as to enable them play a significant role in the planning, implementation, monitoring and evaluation process of the project activities vis-à-vis climate vulnerability and capacity analysis.

[7] Alley cropping (hedgerow intercropping) is a multi-cropping practice–two or more types of plants growing on the same area of land at the same time, shrubs and other plants are grown in hedgerows.

63. The activity has also raised climate change awareness and supported the international visits and study tours for 17 government and ORDA staff. It is reported that visits were conducted in PY2 to Rwanda and Bangladesh for the purpose of demonstrating different experiences on climate change adaptation. The former trip involved 12 participants and focused on land husbandry management and livelihood development in mountainous areas. The latter supported 5 government and ORDA staff and focused on social enterprises (income generating enterprises), micro finance activities and linkage with sustainable development, skill development for improving resilience of the community to climate change impacts through creating job opportunities for women and youths. The lessons gained from the exposure visit were the holistic approach to social and economic development; integration across programs and social enterprises; Program based approaches and interventions for ensuring sustainability.

### Sub-component 2: Climate Change Mitigation.

#### Output 4.8 Mitigation to CC enhanced through development of renewable (alternative) sources.

64. **Sustainable energy.** The output aimed to address multiple objectives, namely that of reducing the environmental degradation associated with the securing wood for cooking; and through the introduction of cleaner and more efficient stoves, also reduce the burden on women to look for firewood while also improving their health. To this end the project distributed 1,719 fuel-efficient stoves (1,000 target – 172%) which the TER learned from the meetings held, are produced by the masons and women that have been trained in stove and biogas plant production and maintenance, although exact numbers were are not available. The project produced 192 biogas plants (40 planned – 480%) which were also used for the fertilising of apple trees and garden vegetables. Additionally, the project also distributed 1,405 solar-powered lanterns (1,066 target – 132%) to poor households.
65. **Legalisation of Mount Guna.** During the first phase of the project a series of activities were implemented to make Mt. Guna a community-based eco-tourism area which reportedly produced good results. Part of these meant that in collaboration with the Amhara Culture, Tourism and Parks Bureau the mount was classified into three zones: core, buffer and developmental zones which help ensure environmental protection and biodiversity conservation. Phase II of the project aimed to finalise these activities and in particular help settle legal issues that resulted from the zoning efforts. The project also held meetings with stakeholders to create more awareness and help come to common agreements on the importance of the sustainable management of the environmental resources of Mt Guna.

### Sub-component 3: Knowledge Management and Capacity Building.

#### Output 4.9 Knowledge management

66. The component had a knowledge management strategy that consisted of electronic and media awareness raising, producing T-shirts, brochures and leaflets, but also the publication and dissemination of best practices, and the establishment of and strengthening of environmental clubs. Unfortunately, not all of these activities came to fruition, the progress reports report that 738 among T-shirt, brochures and leaflets were designed and distributed, and also eight environmental school clubs were established and strengthened, but no targets were set. There appears not to have been any dissemination of best practices and lessons learned or media awareness raising of the project activities or about climate change.

67. **Project Effectiveness** presents a mixed picture. In terms of meeting the stated objectives, the project was broadly successful both when compared with IFADs results framework but also with those of GEF's Global Environment Benefit indicators. It largely met the targets of farmland treated with SLM measures, the creation of participatory watershed management plans, and it overachieved the improved rangeland by more than 1745%. The project also achieved 75% of the target for land under afforestation through participatory planting schemes, and the carbon sequestered was significantly less than the target but the project still achieved an estimated 158% increase in $tCO_2e$ over the baseline scenario. The project did fail however to implement some of the activities that were directly related to the GEF GEB indicators, namely the establishment of the gauge stations to measure changes in sedimentation flows, as well as the development of carbon sequestration monitoring procedures. The latter though was mitigated with the time series analysis conducted in the impact

assessment. Finally, the project was also implemented within the agreed timeframe albeit with a 16-month extension and on budget.

68. **Monitoring and reporting.** Project effectiveness is however also measured in terms of whether the project was well monitored and this is where the project presented some difficulties. The supervision missions report that the project had consistently suffered from understaffing and high staff turnover, with some posts remaining unfilled for periods at a time and that staff often had multiple assignments and were not all fully dedicated project staff - all of which has had negative impacts on the capacity of the project to carry out up-to-standard monitoring and reporting. The 2013 mission first highlighted that the project still didn't have a M&E officer (one was recruited in October 2013) and that the M&E system was not fully compliant with IFAD RIMS which should have been implemented in PY1 together with the baseline study, both of which did not occur until much later. It also noted that the project had been without a substantive Project Coordinator 'for several months' and recommended immediate action. It wasn't until 2016 that supervision mission reports were satisfied with the M&E reporting and that the logical frameworks and RIMS were being updated. It was most probably the aforementioned difficulties that led to the lack of reporting on updated logframes of the pre-2016 supervision mission reports, with the exception of RIMS first being reported in the MTR.

69. As reported under the section on design changes, the project had undergone significant changes in the early years of implementation, and while individual outputs were reported on (in 2012 for example), an updated logframe would have provided an overview of the revised project structure and revised targets and achievements - should these have been available without a properly functioning M&E system. When the logframe was included 2016-onwards, component 4 was unfortunately omitted, only components 1 to 3 were reported on. The project at this stage had approved a phase II of the climate change component with a budget of USD 1.8m, however the TER finds that this has been consistently underreported on. At project completion the TER was not able to find an updated logframe with a cumulative overview of components and outputs, targets and results, only progress reports that reported on annual results and listed by activity code. The TER notes that the impact assessment does report on cumulative results provided in the ORDA progress reports, however these were not categorised by output, which should have been done by the M&E officer – and the absence of which should have been reported on in the supervision mission reports. Unfortunately, a further oversight was that the PIRs did not report on this additional component.

70. In view of the contextual challenges within which the project had to operate in, the results achieved and the problems in reporting on component 4, Project Effectiveness is rated as **Moderately Satisfactory (MS).**

## V. Project Efficiency

### a) Resources' Use

71. The exchange rate at design stage went from 9.2 Birr (ETB) / 1 USD to 28.5 ETB / 1 USD at the time of writing which is a significant depreciation and effectively significantly increases the purchasing power of the GEF grant in local currency. The GEF grant was US$4,400,000 of which 3,970,000 was disbursed at an execution rate of 90.26%. The project had received a US$655,270 advance of the total grant, the remaining US$430,000 is traceable to bank accounts to be refunded to IFAD and a recovery plan had been made in the 2018 supervision mission for its recovery. The TER is not able to verify the status of the recovery.

| | GEF / CBINReMP DISBURSEMENT | |
|---|---|---|
| a | Project allocated amount | 4,400,000 |
| b | Amount disbursed by IFAD as 31 March 2019 | 3,970,000 |
| c | Amount outstanding as at 31 March 2019 | 430,000 |
| d | Execution rate | 90.26% |
| e | GEF initial deposit | 655,270 |

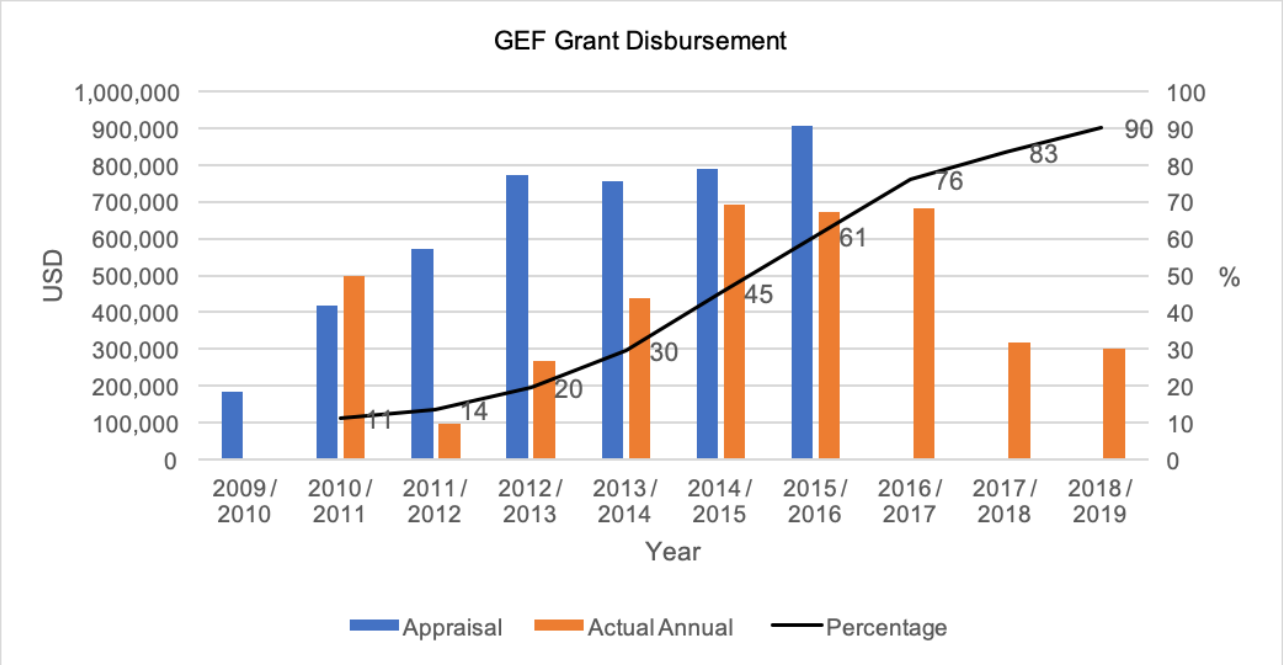
72. **Disbursement by category and component.** At present it is not possible to disaggregate the GEF grant by component and by category as this information is not available at project closure. The TE

also does not have access to the projected annual budgets disaggregated for the GEF grant in order to compare how the actual disbursements met their annual targets. The TER consequently looked at the project design document to get an idea of the planned disbursements, and as can be seen in table 3 below, the original disbursement plan was set to start in 2009 and was due to close in 2016. As can also be seen from figure 1 below, the project disbursed regularly from 2010 – 2019 and when correlated with the cumulative disbursement rates this produces a steady upward 'S' curve. After an initial 500,000 disbursement it slowed considerably, a trend that the 2013 supervision mission explains is due to delays in implementing the project categories relating to planting and construction materials and that of training which combined accounted for 73% of GEF funding.

Table 3 GEF Annual Disbursements

| Financial year | PDR Planned Disbursement | Actual Disbursement |
|---|---|---|
| 2009/10 | 184,100 | - |
| 2010/11 | 420,600 | 500,000 |
| 2011/12 | 571,300 | 98,000 |
| 2012/13 | 773,100 | 269,000 |
| 2013/14 | 756,400 | 438,000 |
| 2014/15 | 788,700 | 693,000 |
| 2015/16 | 906,000 | 672,000 |
| 2016/17 | - | 683,000 |
| 2017/18 | - | 317,000 |
| 2018/19 (extension) | - | 302,000 |
| Total | 4,400,200 | 3,972,000 |

Figure 1 GEF Annual vs Cumulative Disbursements



## b) Quality of Project Management

73. **Project management** suffered persistent delays mainly attributed to a) high staff turnover at the top level of Project Management; b) understaffing of the RPCMU – many of the positions at the RPCMU not being filled, this has tended to make it difficult for the RPCMU to adequately guide and supervise activity implementation; and c) many of the Woreda staff charged with the responsibility of overseeing CBINReMP activities had a number of other competing assignments. This adversely impacted project management as project activity coordination and implementation did not receive the required attention. One of the crucial areas negatively impacted was in the consolidation of the AWPB, while processes were participatory, inadequate staffing meant delays in consolidation and verification leading to late submissions to Regional and Federal Steering Committees and ultimately the Project Year (PY) would have already started by the time IFAD would be able to review and express No Objection - three months late at times.

74. **Annual Work Plan and Budget (AWPB).** Although late submission of AWPBs were being consistently reported as late as 2016, project management gradually improved and during the MTR, implementation was generally found to follow the AWPB although timings were reportedly 'rather late' at times. This was attributed inter alia also to the late receipt of funds from the Federal level and the delays in receiving approvals through the government approval processes, particularly at the National SLM Platform levels. Project implementation was consistently adversely affected resulting in partial implementation of planned activities, with understaffing of the RPCMU being the main underlying cause. Project implementation delays meant non-compliance with the financing agreement covenants through: a) delays in submitting AWPBs; b) delays in submitting of audit reports and management letters; c) delays in replying to the Management Letter of the Auditors; and d) incomplete audit opinions.

75. **Procurement.** Delays in procurement has also been a consistent challenge which were characterised with poor record management and poor process flows. The procurement plan was not consistently implemented as evidenced by procurement actions which were initially aggregated and would require IFAD No Objection but were later split to circumvent the No Objection requirement.

76. **Management Information System (MIS).** The project has been largely characterised by an absence of M&E products such as a logframe, and RIMS and consequently that of a MIS. This was not used, but if properly applied the MIS would have included all the logframe indicators, implementation output and financial data. Normally this would be collected from the village and Woreda levels upwards and be presented in a MIS dashboard that combines financial information with logframe indicators.

77. **M&E.** The M&E system was found to have been conceived in a 'SMART' manner and one that was Specific Measurable, Achievable, Realistic and Timely. Unfortunately, its implementation has been significantly compromised due to staff shortages and high staff turnover. A dedicated M&E officer for example was not hired until 2013 and an appropriate M&E system was not operational until after the MTR when the first RIMS reports were being submitted in the supervision missions, and in subsequent years, the logframes. Perhaps a victim of the M&E problems has been the establishment of the gauging stations, that were one of the main GEBs of the project and a clear indicator of project impact. Unfortunately the absence of the gauging stations seem to have gone unnoticed by both the supervision missions as well as the project progress reports and have consequently not been built, no justification has been provided either beyond a verbal explanation that the contracted BoEPLAU was unable to deliver.

78. While M&E, RIMS and logframe reporting 'improved markedly' by 2016 and sufficiently for the results to be considered reliable, the increased M&E capacity was unfortunately not extended to the second phase of the fourth component which is characterised by a lack of logframe or M&E beyond the reporting at activity code level alone in the progress reports. Component 4 was also underreported in the supervision missions and it was absent in the financial reporting by component as well as in the GEF Project Implementation Reports (PIR). Despite this shortfall, the TER mission did note the commitment and dedication of the ORDA staff in project implementation and doesn't have any reason to question the reliability of the data reported in the progress reports; the lack of M&E oversight meant however that a certain degree of reporting consistency was missing as well as cumulative output reporting. Greater supervision mission oversight for component 4 would have made a considerable difference in improving M&E and outcomes.

79. **Baseline.** The MTR explains that in accordance with the Financing Agreement, a baseline survey was supposed to have been undertaken during the first Project Year to provide information about verifiable indicators as a benchmark for assessing impact of the Project interventions in line with the Project's goal, objectives and activities as contained in the logical framework. Unfortunately, this was not the case. An agreement was signed between the Bureau of Agriculture and Temesgen Consultancy Services only on 9th April 2013. The process was completed during the first Quarter of 2014. The late undertaking of the baseline survey implies that the state of conditions that existed in the project areas prior to CBINReMP interventions cannot exactly be established. Therefore, it is difficult to appropriately attribute the impact of the CBINReMP interventions. The baseline was further assessed to have been inconsistent with a previous 2008 baseline and in particular with respect to the model used in estimating sediment levels entering the Lake Tana; the 2013 version estimates 32.8 million tonnes, while the earlier version 13.5 million. Although this discrepancy can perhaps be indicative of the quality of the 2013 baseline, the example used in the MTR was ultimately of little consequence because the activity to monitor the sediment levels was never implemented, nor was it measured retrospectively through time series data in the impact assessment as recommended in the 2018 supervision mission. The latter additionally also only refers to the 2008 baseline and recommends the impact assessment use this as the point of reference (which it doesn't appear to have done).

### c) Financial Management.

80. CBINReMP had two data processing and reporting centres: the RPCU in Bahir Dar and the Federal Project Coordination and Management Unit (FPCMU) at the Ministry of Agriculture in Addis Ababa, which is also the accounting consolidation centre that is responsible for raising withdrawal applications. As the PCR explains, transactions executed at FPCMU were never passed on to RPCMU ad while the Peachtree accounting software at RPCMU was configured to serve the project's needs, this was not done at the FPCMU creating accounting challenges where the FPCMU had to resort to the cumbersome MS-Excel for project accounting, which was inefficient. Accounting and reporting were consequently consistently below the required standard. Despite the systems at the RPCMU and the Woredas having been found to be working fairly and evidenced by clear records and internal controls, as well as timely consolidation and submission of the quarterly reports - critical gaps have been identified in the financial management which pose financial risks. The requisite oversight by FPCMU on financial management at RPCMU and EBI were irregular and lacking in minimum efficiency and effectiveness. No regular reconciliations have been carried out between the advances records of FPCMU and those of EBI and those at RPCMU. Quarterly reports also lacked regular critical reports on the traceability of the proceeds of the advances in terms of the locations of disbursements. While there were reports on the cash at bank, there were no consistent comprehensive analyses that included the advances in Zones and Woredas and ending with reconciliation with the records of the FPCMU. Financial management is found to be **Unsatisfactory (U).**

### d) Government performance

81. Government performance has been characterised by delays primarily due to staff shortages at the RPCMU and high staff turnover. This has had negative impacts on the overall M&E reporting and meant that project logframes were largely not maintained, as was the IFAD RIMS and consequently no MIS was being kept either. The impact of staff shortages were also felt in the timely delivery of AWPBs that had the knock-on effect of project implementation being consistently adversely affected resulting in partial implementation of planned activities. Project implementation delays also meant non-compliance with the financing agreement covenants. Financial management has also been found to have been characterised by a general lack of financial movement monitoring; accounting and reporting were consistently below the required standard; regular financial oversight has been found to be irregular and lacking in minimum efficiency and effectiveness. In view of the afore assessment and the improvements that have been made with regards to component 1-3, Government Performance is rated as **Moderately Unsatisfactory (MU).**

### e) IFAD Supervision and Implementation Support.

82. IFAD operated within a challenging context where governmental performance was an inhibiting factor to the achievement of desired outcomes of the project. Despite this, IFAD supervision missions were

found to have provided appropriate recommendations and consistent follow-up missions that ultimately brought improvements in M&E reporting and outputs that largely met and sometimes overachieved their targets. IFAD was found to have provided adequate support through project design, regular annual supervision missions and implementation providing prompt responses to identified bottlenecks that were found to be problem-solving. The TER does also find that greater supervision clarity could have been provided particularly with respect to providing a clearer overview of the design changes that took place at the beginning of the project; also, that greater support and overview could have been focused on the implementation of component 4 with respect to M&E and project implementation support as this at times has been found not to be reflective of the number of activities being implemented. There are however a number of outputs that have not been followed up on to completion. In the case of the in-situ conservation sites it was last reported in 2016 that the EBI would seek partnership with Bioversity International to improve implementation, no mission has followed-up on this since. Equally, in the case of output 1.6 (participatory wetland ecosystem conservation) the 2018 supervision mission mentioned that there was a need for machinery to control the water hyacinth in Lake Tana after around half of the management plans, but no update has been provided in either the PCR or the impact assessment leaving this output also incomplete. Beyond this, IFAD was found to have operated satisfactorily in terms of loan administration, and its reviews of procurement and AWPBs, and regularly highlighted problems that negatively impacted project implementation and recommended appropriate solutions. Within the context of the results achieved given the operational challenges and the issues surrounding component 4, IFAD supervision and implementation support is rated as **Moderately Satisfactory (MS).**

83. Project Efficiency is rated on Resource Use, Quality of Project Management and Government performance. Inter alia in terms of project management the assessment considered whether the [PCU/PMU] was adequately staffed with motivated staff members; how useful the various project management tools were (AWPB, Procurement Plan, and M&E Plan) and whether the Management Information System (MIS) was developed during implementation and whether these tools were properly used by project management; and whether there were appropriate arrangements in place for sound financial management, flow of funds, financial record keeping and the timely preparation of financial reports. The rating was impacted by:

    i. The project reportedly suffered big delays because of understaffing, the AWPB was reportedly consistently months late and the procurement plan was not consistently implemented.

    ii. M&E and reporting was one the greatest challenges of this project which struggled for the best part of half the project to get a functioning M&E system up and running and the MIS system was never implemented.

    iii. Supervision missions also reported that “The project was characterised by a general lack of financial movement monitoring, systems for accounting and reporting were consistently below the required standard. Some critical gaps were identified in the financial management which posed financial risks.”

84. **Project Efficiency** is evaluated based on the IFAD/GEF guidelines and on three main areas namely i) Resource Use; ii) Quality of Project Management and iii) Government Performance. As outlined in detail above resource use was problematic to measure due to the fact that component-level spending patterns are not available. Project management could have been improved should the supervision mission recommendations have been implemented with regards to the AWPB, procurement and M&E; financial management was found to have critical gaps that posed financial risks although the systems at the RPCMU and the Woredas were found to be working fairly and evidenced by clear records and internal controls, as well as timely consolidation and submission of the quarterly reports. Government performance caused frequent delays in project implementation that led to non-compliance with the financing agreement covenants. Financial management was also found to have been characterised by a general lack of financial movement monitoring; accounting and reporting were consistently below the required standard; regular financial oversight was irregular and lacking in minimum efficiency and effectiveness. Based on this assessment project efficiency is rated as **Moderately Unsatisfactory (MU)**

## VI. Results and Project Impacts.

85. **Household assets.** The IFAD PCR explains that due to the nature of the project there is limited data to measure impact of the project on household income and assets. The TER has therefore cross-analysed the impact assessment and baseline. It notes that the 2013 baseline identifies 3 major categories of household assets that were identified by the community namely livestock, trees and cash savings. Land was identified as a critical asset however assessing the quality of land varied between households and was deemed too complex. The impact assessment on the other hand unfortunately does not make reference to either the 2008 or 2013 baselines or how the baseline data was obtained in assessing changes in household assets, it states that the average number of cattle per household reduced from 1 before the project to 0.8 and milk output is increased from 0.5 litres to 1 litre per cow. The 2013 baseline does not specifically reference livestock per household as it estimated farmer wealth in terms of farmland size, number of livestock and number of woodlot trees. With respect to milk productivity of cow breeds, the 2013 household survey estimated an average of 1.35 litres of milk per cow which would in effect be a net reduction in productivity vis-à-vis the impact assessment.

86. The impact assessment equally did not conduct surveys on tree numbers as household assets comparable with the a baseline. What it does do is recreate a 2011 baseline through time series GIS data analysis to estimate changes in land use patterns. Crucially degraded land has decreased, plantations have increased significantly, so have grasslands. Consequently, the TE determines that although no definitive conclusions can be drawn in regard to household assets, the improvement in communal resource base should be considered as a net improvement in the basket of household assets.

87. **Access to land.** The objective of the project wasn't as much to improve access to land as it was to address one of the identified barriers to sustainable land management, namely one of tenure insecurity of land users. To this end the project facilitated the documentation of properties and holding rights particularly for women in a land administration database that is the foundation for sustainability and security of registered data. The project resulted in the refining of existing land registration data for 324,942 holdings; the registration of a further 282,305 holdings; the computerised registration of 413,991 holdings; the completion of first level certification for 287,704 holdings; the issuance of 9,577 second level certification. The TER mission reports that initial findings of this output have resulted in reportedly decreased land disputes; the improvement of land tenure security in project sites; improved ability of farmers with maps (second level certification) to secure loans; the reduction of communal encroachment due to the existence of maps; and an increased female participation as committee members.

88. **Food Security.** One of the objectives of the project namely that household incomes and food security and whether it increased as a result of sustainable land management and improved ecosystem integrity, was not tracked within the IFAD RIMS. It is also not possible to determine the changes in food security by means of the impact assessment. It finds households considered to be food insecure for less than 3 months went from 60% in the 2013 baseline to 20% equally, food insecure households for 3-6 months was 36% at baseline and 50% at impact assessment, while 6+ months was 4% at baseline and 21% at impact assessment. It is consequently not possible to make a direct assertion on the impact the project has had. It is possible however to assess that is sufficient circumstantial evidence in terms of improved access to land, sufficient improvements in agricultural productivity, the introduction of SWC land management practices and general environmental benefits - to determine that food security will have almost certainly improved.

89. **Agricultural Productivity.** The last supervision mission (2018) concluded from field visits, community interactions and the information available in reports that project activities were leading to moderate increases in agricultural productivity in the target area, and that they were poorly measured, quantified and documented. While direct evidence was available from unemployed and landless youth groups engaged in single enterprises such poultry production and cattle fattening, less information was available on the impacts of the cluster approaches promoted in component 4 where a range of climate resilient technologies were being promoted to a cluster of households. Increased biomass production from grazing exclosures did suggest economic returns to the communities as was the bee keeping, but the impacts of fruit trees, reforestation and on farm conservation measures were still to materialise.

90. Conversely, according to the impact assessment crop yields in most of the watersheds under project intervention areas showed substantial improvements with crop production reportedly having doubled. Yield levels improved for teff, potato, wheat, maize due to soil and water conservation, use of improved seeds and fertilizer. Survey data on cereal crop productivity (table below) reportedly increased from 14.1 quintal per hectare to 19.80 quintal per hectare. Average pulse crop and others like potato increased from 6.5 quintal per hectare to 9.84 quintal per hectare and 8 quintals per hectare to 23 quintal per hectare, respectively. Grain crop yields also reportedly increased by 7 quintals per hectare. The assessment asserts that the improvements in crop yields can be attributed to the project intervention on the soil and water conservation, land certification and management, livelihood diversification and awareness creation as the project achieved remarkable change on the biophysical change of the sample woredas. The TE however is uncertain about the baseline data used because the methodology does not explain how it was obtained.

Table 4 Crop productivity change before and after the project

| S.N | Types of Crops | Quintal/Ha 'Before the project' | Quintal/Ha 2018 |
|---|---|---|---|
| Cereal | | | |
| 1 | Teff | .6.1 | .10.0 |
| 2 | Millet | .11.4 | .12.01 |
| 3 | Barley | 13.8 | 14.1 |
| 4 | Wheat | .24.3 | .36.0 |
| 5 | Oats | 11.0 | 14.2 |
| 6 | Rice | .12.0 | .15.3 |
| 7 | Maize | .22.8 | .38.5 |
| 8 | Sorghum | .11.3 | .18.5 |
| Average | | 14.1 | 19.80 |
| Pulse and oil crops | | | . . |
| 9 | Field pea | .5.7 | 10 |
| 10 | Chickpeas | .10.9 | .16 |
| 11 | Horse beans | .10.7 | .11.2 |
| 12 | Lentils | .2.0 | .3 |
| 13 | Noug | .3.3 | 9 |
| Average | | . 6.5 | .9.84 |
| Other corps | | 8 | 23 |
| Overall Average | | . 10.54 | .17.55 |

Source: Impact assessment field survey (2018)

91. **Sustainable farming practices**. The project reports that it largely met the targets for farmland treated with sustainable Land Management (SLM) measures with 143,989.51ha treated with Sustainable Water Conservation (SWC) measures; 35,949.54km stone bunds constructed; 77,146.56km soil bunds constructed; 665 participatory integrated watershed management plans have been designed and implemented. Qualitative surveys and observations by the impact assessment team confirmed beneficiary views that the project has significantly contributed to reducing erosion in degraded hillsides which increase opportunities for sustainable farming. They confirm that that severe gullies have been stabilised; that plantations have been planted in the closed and physical SWC treated erosion hot spot areas including gullies, hereby reducing the risk from flooding and erosion. Hillsides terraces and trenches have been treated and have also noticeably trapped sediment and moisture; and consequently, visibly undernourished, stunted and shrivelled vegetation has begun to return.

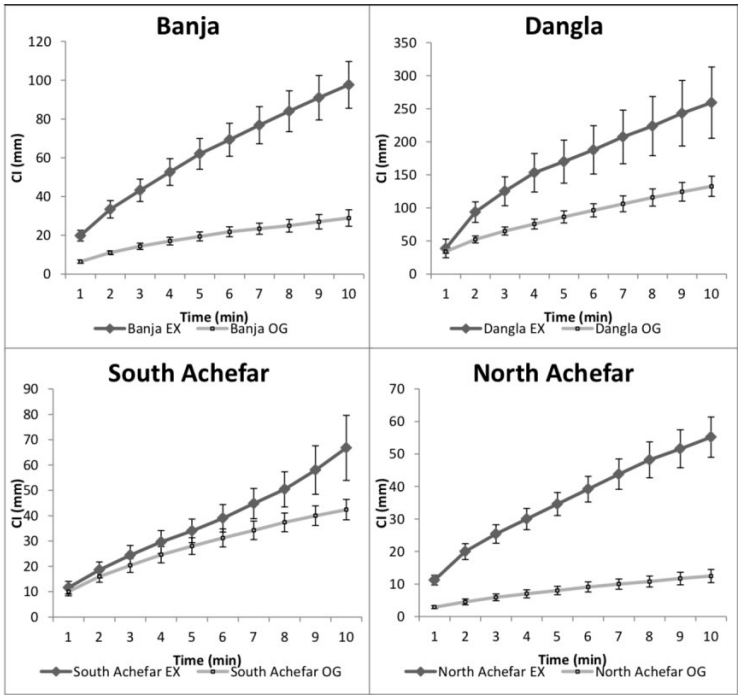
**Impact on the Global Environment.**

92. **Natural Resources and the Environment.** Despite the concerns surrounding the M&E system of the project, IFAD supervision missions did make sufficient progress to ensure the overall reliability of the data, which has also been verified in the impact assessment through GIS analyses and visual observations as well as surveys. The TER can therefore confidently assert that with reference to the GEB indicators the project resulted in significant improvements in ENRM through SLM treated farmland with 143,989ha of land treated with SWC measures; 35,949 km of stone and 77,146km of soil bunds constructed; and 431ha of gullies rehabilitated. Component 4 reported an additional 1126km of soil bunds, 430 km of stone bunds and 763km of bio-stabilisation bunds constructed on farmland. Project targets were met with the designing of 650 participatory watershed management plans; there was a 1745% increase over the appraisal targets for rangeland and pasture land improvements including through participatory exclosures. Component 4 also constructed an additional 25km of hillside terraces and 1372[3] of cut-off drains; 62ha of bench terraces; and 2,684[3] of stone check dams. 42% of the targeted degraded land was brought back into production including in forestry, grazing and gully rehabilitation; and 240% of the targeted degraded land was rehabilitated, component 4 additionally placed 934.5ha under Participatory Forest Management (PFM).

93. **Closed exclosures.** One of the success stories of the project has been the community participatory closure of 32,123ha of grazing land. GIS analyses and impact assessment visual observations have determined that these have resulted in tangible improvements in environmental rehabilitation. This has further been documented in an unpublished 2016 study conducted by the project and obtained by the TE as a result of the field mission. Its analysis in figure 2 below of ground percolation rates, shows clear improvements vis-à-vis unprotected areas. The only exception being South Achefar where suspected illegal grazing was still ongoing.

94. Research also concludes in the table 5 below that the exclosures have resulted in marked improvements of flora diversity vis-à-vis the control open grazing sites. The Shannon-Wiener diversity index was used to demonstrate that with the exception of the site at Banja, all sites over time exhibited higher species richness and diversity (H) within the exclosure zones in comparison to adjacent communal open grazing zones. The Banja site having only been established in 2013 and had had fewer growing seasons to re-establish biodiversity levels.

Figure 2 Graphical representation of average initial infiltration results.




Source: Impact assessment field survey (2018)

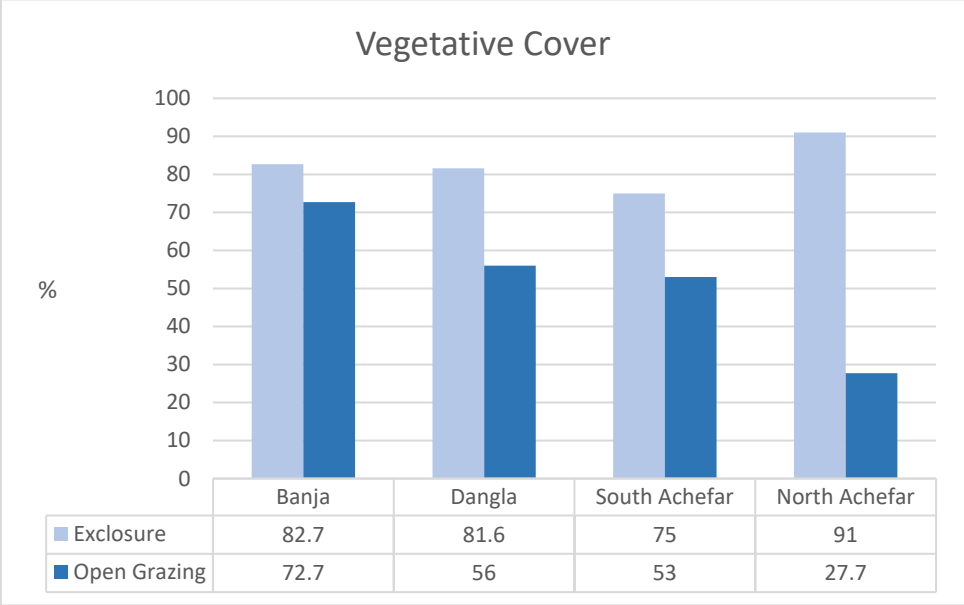
Table 5 Results for species richness and diversity

| Site | Established | Species Richness | Diversity (*H*) | Evenness (*E*) | Difference in *H* |
|---|---|---|---|---|---|
| Banja Ex | 2013 | 19 | 1.08 | 0.37 | -0.57 |
| Banja Og | | 22 | 1.65 | 0.53 | |
| Dangla Ex | 2012 | 27 | 2.71 | 0.82 | 0.84 |
| Dangla Og | | 13 | 1.87 | 0.73 | |
| South Achefar Ex | 2011 | 18 | 1.93 | 0.67 | 0.93 |
| South Achefar Og | | 8 | 1.01 | 0.48 | |
| North Achefar Ex | 2010 | 23 | 2.02 | 0.65 | 0.99 |
| North Achefar Og | | 7 | 1.03 | 0.53 | |

Source: Impact assessment field survey (2018)

95. Lastly, the research presented in figure 4 below also shows that the exclosure areas have significantly improved vegetative cover. The average vegetative cover at the four exclosure zones in comparison to open grazing areas in the four sampling sites have shown marked improvements with Banja being the most recent and north Achefar having had the most seasons for vegetative regeneration.

Figure 3 Average vegetative cover for exclosure vs open grazing April 2016 (source: impact assessment).




96. **Land degradation** was the only GEF strategic focal area identified at design stage, the indicators for which were not articulated beyond the Global Environment Benefits (GEB). The TER has therefore added these in the results framework attached as annex 1, one of the indicators of which is that of increased carbon stocks of more than 700,000 tones of $CO_2$. The carbon monitoring procedures that were to be developed, unfortunately were not due to a lack of technical capacity as the project was not able to recruit the appropriate technical experts. The project did however as a result of the 2018 supervision mission, recommend that the impact assessment mitigate this in the impact assessment. The assessment team of consultants partnered with the Colorado State University and their 'stock exchanges and GHG emissions measure, monitor and model software programme' to recreate a 2010 baseline and calculate that the project activities by 2017 had resulted in the sequestration of 44,773 $tCO_2e$ as presented in table 6 below. The main gasses sequestered as shown in figure 5 are $CO_2$,

$N_2O$ and $CH_2$ as a result of rehabilitated agricultural soil; savanna burning; forest and other woody land use change and forestry; and $CO_2$ emission and removals from the soil.

Table 6 Expanded report showing carbon emissions (source: impact assessment)

| | | Baseline Scenario | | | Project Scenario | | | Incremental Difference | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | | $tCO_2e$ | $tCO_2e$/yr | | $tCO_2e$ | $tCO_2e$/yr | | $tCO_2e$ | $tCO_2e$/yr | |
| Source | Source sub-category | Total | Annual | Uncertainty (%) | Total | Annual | Uncertainty (%) | Total | Annual | Uncertainty (%) |
| Soil Carbon Stocks | Mineral Soils* | 1027 | 103 | 23 | -4627 | -463 | 21 | -5654 | -565 | 20 |
| | Organic Soils | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Total Soil Carbon Stocks** | | **1027** | **103** | **23** | **-4627** | **463** | **21** | **-5654** | **-565** | **20** |
| **Total GHG Emissions** | | **-16380** | **-1638** | **12** | **28393** | **2839** | **16** | **44773** | **4477** | **11** |

Notes:

GWP are 100-year horizon based on estimates from the IPCC Second Assessment Report.
Signs for uptake are (-) and for emissions (+) for greenhouse flux, emissions reductions are (-) and emissions increases are (+).
*Change in mineral soil carbon is shown under the 'Project Scenario' column as baseline minus Project.
*Estimates for Mineral sold carbon stocks are not shown as this feature is still under development.
*Estimates for Perennial Crop Woody biomass carbon stocks are not shown as this feature is still under development.
*Totals for year are calculated as the annual value times the number of years in the report period.

Figure 4 Sample summary report following UNFCCC Reporting Guidelines (source: impact assessment).

| Greenhouse gas source & sink categories | Baseline scenario (2010-2017) | | | | Project scenario (2010-2017) | | | | Carbon Benefits | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | $tCO_2$ | $tCH_2$ | $tN_2O$ | tGHGs | $tCO_2$ | $tCH_2$ | $tN_2O$ | tGHGs | $tCO_2e$ | $tCO_2e$/ha | $tCO_2e$/ha/yr |
| Agriculture | | | | | | | | | | | |
| Enteric methane | | 0 | | | | 0 | | | 0 | 0 | 0 |
| Manure management | | 0 | 0 | | | 0 | 0 | | 0 | 0 | 0 |
| Rice cultivation | | 0 | | | | 0 | | | 0 | 0 | 0 |
| Agricultural soil | 0 | 0 | 201 | | 0 | 0 | 137 | | -64 | -0.77 | 0.08 |
| Prescribing burning of savanna | | 8 | 8 | 0 | | 12 | 13 | 0 | 8.7 | 0.1 | 0.01 |
| Burning of agricultural residues | | 73 | 23 | 0 | | 45 | 14 | 0 | -37 | -0.45 | -0.05 |
| Others | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Land use change and forestry | | | | | | | | | | | |
| Forest and other woody land use change and forestry | -44293 | | | | 6177 | | | | 50469 | 608 | 61 |
| Forest and other woody land use change and forestry | 25720 | 365 | 241 | 0 | 25720 | 365 | 241 | 0 | 0 | 0 | 0 |
| Abandonment of managed land | 0 | | | | 0 | | | | 0 | 0 | 0 |
| $CO_2$ emission and removals from the soil | 1027 | | | | -4627 | | | | -5654 | -68 | -6.8 |
| Others | 0 | 148 | 98 | 0 | 0 | 179 | 118 | 0 | 51 | 0.61 | 0.06 |
| Total | -17546 | 595 | 571 | 0 | 27270 | 601 | 523 | 0 | 44773 | 539 | 54 |

97. **Global Environment Benefits.** The remaining GEB as articulated in the results framework is that of reducing sedimentation in rivers and streams and Lake Tana – waters of international significance (the

others being improving water and land ecosystems and carbon sequestration). The targets aimed for a reduction in sediment generated from 50% of land to be treated by SLM that is equivalent of a 15% reduction in the overall watershed. Unfortunately for reasons that have not been reported in the supervision missions or progress reports, the gauging stations that were meant to serve this purpose have not been constructed. As a result, it is not possible to quantifiably measure the environmental impact of the project in terms of reduced sedimentation. In 2018 the project noticed the absence of this activity and the in the supervision mission report recommended the impact assessment that time series data be collected to monitor this retrospectively. Unfortunately, this has not been done beyond the qualitative observations and beneficiary interviews.

98. **Climate change.** Within the project lifetime there hasn't been a climatic event that would have tested the improved resilience of beneficiaries to climate shocks. Additionally, the shortcomings of the baseline and M&E framework also mean that the project is unable to determine reductions in number of months of food insecurity per year as this would have been indicative of increased resilience in the event of a climate shock. This would also have been indicative of the increased environmental resilience that would work to reduce the risk and likelihood of future disasters in flooding, landslides, food insecurity, drought etc. Despite these shortcomings, the overall picture is one of increased environmental resilience through the building of beneficiaries' awareness and capacities to design management plans; the qualitative observations carried out in the impact assessment and the quantitative analyses conducted on the improved resilience of pasture exclusion zones; the extent of beneficiary participation and financial contributions beyond the agreed target indicates significantly improved climatic resilience and the sustainability of the interventions.

99. **Gender.** Although the 2018 supervision mission states the PDR does not articulate a gender strategy, the TER has found that this was articulated in the second PDR (2009). The target group comprises 450,000 rural households cultivating land holdings averaging 1.10 ha, the near landless, landless and unemployed youths including women living on an annual per capita income of around USD 80, vulnerable and marginally food secure. The community-based development strategy aimed to promote gender balance and ensure that women were fully represented in the decision-making processes. Specifically, the project supported the government policy and strategy on gender equality by ensuring that at least 25% of beneficiary households were to be women. In addition to equal representation of men and women in land administration and land use committees, the PDR emphasised that concerted efforts would have been made to ensure that at least three out seven members of each committee were women.

100. The project has consistently recorded and disaggregated the number of beneficiaries by gender. A total of 1,761,160 women have been involved in the project as reported by RIMS, which in turn accounts for 45% of the 3,875,956 persons that have received services promoted or supported by the project, with the number of men being 2,114,796. In the meetings held by the TE, the mission got a clear impression of women empowerment within the communities and regional institutions, women have been shown that they can be decision makers and this trend appears to be sustainable. The land certification output has also been remarkably successful in gender targeting as the land certification process recognising both husband and wife equally as land certificate grantees. This assures ownership and reduces community land right conflicts following the death of a husband. The simple rope and washer pump piloted by the project has also reduced the workload on women, who are responsible to fetch water over long distances. At the same time, improving water access at the homestead has enabled the women to establish vegetable gardens for both, home consumption and sale.

101. **Institutions and policies.** The project aimed to strengthen the capacities of public institutions and community-based organisations. It engaged in a process of reviewing policies and legal frameworks for natural resources management and environmental conservation resulting in the updating of the 'Regional Conservation Strategy and Action Plan for Combating Desertification'. The project also contributed to the updating of the legislation for the Amhara Forest Action Project and the development of policies and strategies for wetland and grazing land management that were both being undertaken by the Bureau of Agriculture. By project completion three of the six targeted policies have been completed, these are the 'Regional Conservation Strategy and Action Plan'; the 'Communal Grazing Land Management Legislation'; and the 'Wetland Management Legal Framework' although they still need to be finalised.

102. In view of the impact the issues surrounding the baseline and the data being collected by the M&E had on measuring project impact, it is rated as **Moderately Satisfactory (MS).**

## VII. Project Sustainability

103. At the time of inception there were no discussions about the need to develop an exit strategy for a project with a 7-year time horizon. The April 2017 supervision mission recommended that the PMU begin to develop a draft exit strategy and a plan was prepared that is summarised in annex 3.

104. **Social sustainability** for the project is rated as high for the activities that have been successfully implemented. The project has demonstrated excellent service delivery and a community ownership that through a buy-in of the equivalent of USD 34 million is 654% more than the USD 5.2 million planned at appraisal, and a very positive indication for the continuity of project activities. The beneficiaries have taken ownership of the project activities in terms of designing and implementing the watershed management plans. In land administration the certification and registration has resulted in social change in the form of broad social acceptance; decreased land disputes; the improvement of land tenure security in project sites and improved ability of farmers with maps (second level certification) to secure loans; the reduction of communal encroachment due to the existence of maps; and an increased female participation as committee members. Farmers have also encouragingly committed communal land to exclusion zones to enable their rehabilitation through the designing and the voluntary implementing of enforcement mechanisms and developing bylaws for their ongoing protection and sustainable use. The sustainability of the off-farm SWC activities while successful and the beneficiaries willing to contribute further, will unlikely be sustainable without further external support to provide the industrial material required.

105. **Technical sustainability.** With some exceptions, all of the project activities are no-regret in as much as they are low-tech and also nature-based solutions that will help ensure their future sustainability. The project has given the beneficiaries the soft skills required to continue managing their livelihoods, these have resulted in their producing their own management plans for pasture management as well as wetland management plans. Beneficiaries have been shown the benefits of low-tech and no regret methods of demarcating exclusion zones for their pastures and implementing management mechanisms in monitoring and enforcement; and they have also been shown the benefits of land rehabilitation through afforestation. These activities have brought substantial environmental and livelihood benefits with significantly low technical requirements and are sustainable provided that they are sustainably managed.

106. As long as the computer systems and databases are regularly updated, the land certification component will also remain technically sustainable and from the results seen at project closure, the benefits have been widely felt and produced societal changes with moderate levels technical input that are highly sustainable. The technical sustainability of the off-farm rehabilitation output is more challenging. As long as the beneficiaries can use nature based solutions to help stabilise bunds and gullies these will likely be technically replicable and sustainable. The challenge posed by the interventions such as gabion check-dams and bench terracing is that when the need for industrial equipment is required their replication and maintenance will be out of reach of the beneficiaries and will require external support by the government or other development projects.

107. **Institutional sustainability.** The project has demonstrated excellent service delivery and large-scale community and institutional buy-in and support, which is a strong indication for the continuity of project activities. Most of the project works are implemented by the beneficiary communities themselves, and well-anchored in the decentralized administration, making it easy to be absorbed under the Government structure upon the completion of the project. Beneficiaries are demonstrating a willingness, ability and commitment to continue various IGAs they have been trained in. Government has closely monitored the project and has shown keen interest to institutionalize and take up most of the practices promoted and include them in future budgets. These include land registration, IGAs and nurseries, ensuring the projects legacy. An exit strategy presented in annex 3 has been prepared a year ahead of project completion and details activities and responsibilities for the hand-over. The IFAD PCR confirms that these have been satisfactorily implemented.

108. **Environmental Sustainability and climate change.** The objective of the project was to contribute to poverty eradication in the watershed through improving ecosystem integrity by increasing household

incomes through sustainable land management practices in the LTW. Improvements to ecosystem functions were largely beneficial for biodiversity conservation even though the gene banks were not completed. The project research demonstrated that the exclosure of rangeland and pastoral lands markedly improved land vegetative cover, species diversity and ground percolation rates. A combined total of 13,325.54ha degraded land was rehabilitated including forest, grazing and gulley areas. 164,051ha of rangeland and pastoral land has been put under improved management; SWC measures were implemented on 143,989.51ha of farmland; 650 participatory micro-watershed management plans, 482 forest management plans and bylaws, and 38 combined wetland and environmental participatory management plans were designed and implemented. In addition to the direct environmental benefits the project has also been demonstrated to have contributed considerably to climate change mitigation through the sequestration of 44,773 $tCO_2e$. The remarkable environmental achievements by the project have demonstrably improved resilience against the negative impacts of climate change by increasing land cover and reducing the risk of flooding, landslides and food insecurity.

## VIII. Targeting and Outreach.

109. The project targeting and gender mainstreaming strategy was missing from the 2008 PDR but further defined in that of 2009. The target group comprises 450,000 rural households cultivating land holdings averaging 1.10 ha, the near landless, landless and unemployed youths including women living on an annual per capita income of around USD 80, vulnerable and marginally food secure. The community-based development strategy aimed to promote gender balance and ensure that women were fully represented in the decision-making processes. Specifically, the project supported the government policy and strategy on gender equality by ensuring that at least 25% of beneficiary households were to be women. In addition to equal representation of men and women in land administration and land use committees, the PDR emphasised that concerted efforts would have been made to ensure that at least three out of seven members of each committee were to be women. In supporting off-farm income generating activities, the unemployed youth were to be trained under the project and women, and women groups were to be encouraged to actively participate in community forest management. From the information available in the RIMS targets, it appears that the project eventually also extended the women target group to 1,024,650 women which is 45% of the overall target of 2,070,000 beneficiaries. Ultimately the project included 908,075 households (202% of the target); 2,114,796 males (202%) and 1,761,160 females (172%); 1,641 groups (214%); and 1,418 communities (360%).

## IX. Innovation.

110. The CBINReMP implementation approach is generally innovative. It exploited the important linkages between environmental degradation, rural poverty, and climate change. It introduced and promoted simple and affordable technologies for the rehabilitation of degraded lands while providing for alternative forms of income outside of agriculture to relieve the pressure on the degraded environmental services. The approach emphasised the participatory development process that strengthens and empowers the communities and their organizations. The project succeeded to introduce and promote the use of alternative rural energy supply in order to conserve forests, and improve soil productivity. Innovative biogas stoves have been successfully piloted by households to bake injera bread that is reported as the single most energy consuming activity in Ethiopian rural households. It is estimated that using biogas for household cooking needs, could reduce the household's use of firewood by over 90%. Furthermore, all the activities and management capacity building that has been introduced by the project can also be considered locally innovative, although widely used globally.

## X. Knowledge Generation and Sharing.

111. The project did not have a knowledge management (KM) plan. KM activities were budgeted in the AWPB and have been integrated into the project´s learning process during implementation. Lessons have been documented and shared among project sites and higher regional and zonal officials through exposure visits and experience sharing events, exceeding targets. However, dissemination of information could have been strengthened as reported in the 2018 supervision mission. Some of the project´s best practices such as Participatory Forest Management (PFM) had a comprehensive social,

environmental and economic cost-benefit analysis, which significantly increases its potential for scaling-up. The project´s practical knowledge has contributed to the development of policies, which still need to be finalised after project closure.

## XI. Theory of Change

112. **Theory of Change.** A theory of change was not prepared at project design stage as this was not a requirement of GEF, it has also not been incorporated as part of the ongoing project monitoring and evaluation by the MTR or the supervision missions more generally. The TER reconstructed the results frameworks for both the core components 1-3 and also the additional component 4 to depict how the project was to function in achieving the intended direct outcomes as explained both in the IFAD as well as the ORDA PDRs. The theory of change interrelations between the identified problems, the effects they have on the designed interventions, the desired outcomes and overall impact have been further visualised in annex 3 for both at project design stage as well as incorporating the additional fourth component which helps visualise the drivers of change.

113. The objective of the CBINReMP project was to contribute to poverty eradication in the watershed through improving ecosystem integrity and increasing household incomes through sustainable land management practices in the LTW. Simultaneously, improvements to ecosystem function aimed to be beneficial for biodiversity conservation and to protect against negative climate change impacts. A number of design changes have taken place in the early years of implementation, which have been explained in detail under Project Relevance in order to put more focus and financing on climate change adaptation. The project created a fourth component with dedicated Spanish grant funding, and a second phase was approved probably with GEF grant money. Ultimately the four components were designed to be implemented in collaboration with the Amhara Regional Bureau of Agriculture (BoA); the Environmental Protection, Land Administration and Use Authority (EPLAUA); Bureau of Finance and Economic Development (BoFED); Ethiopia Institute of Biodiversity (EIB); and Community-Based Organisations (CBOs); and ORDA.

114. In annex 3 the flow of interventions is depicted that directly results in the desired impacts and changes. After having identified the main barriers to sustainable environmental management and livelihoods, IFAD and GEF financing in partnership with the GoE, were the initial mobilising force that through the structures of national and regional government and CBOs were the drivers of change. This directly resulted in the creation of the participatory database of land use patterns and natural resources, that also contributed to the designing of management plans and monitoring of results; communities were mobilised to form committees where beneficiaries became the drivers of change and designed participatory management plans aimed at the rehabilitation of watersheds, wetlands and forests. Enforcement was ensured through voluntary mechanisms and bylaws. These efforts as shown in the research on the pastoral exclusions zones facilitated the substantial environmental rehabilitation in the form of improved vegetative cover, floral species diversity and improved top soil water retention. These results were replicated to varying degrees of success in wetland and forest rehabilitation.

115. **The project was appropriately designed** for the delivering of the expected outcomes as outlined in the GEBs namely in improving the integrity of ecosystems; increased carbon stocks above and below ground; and reduce sedimentation in rivers and streams and Lake Tana. The way the project was designed directly led to achieving its objectives to reverse land degradation through the introduction of SLM measures to treat degraded farmland; the development of 650 participatory watershed management plans; 650 Community watershed Committees were set up with the objective to improve rangelands, rehabilitate productive land; and the sequestration of 44773 $tCO_2e$ of carbon. Pasture land was shown through research studies to have significantly improved around 38,500 ha of degraded communal land; 157,673ha of land was placed under improved management practices; 482 management plans and bylaws were developed; around 24,000ha of seriously degraded land (less than half of the target) was rehabilitated although 17,341km of hillside terracing was constructed, over 1 million trenches stabilised and over 200,000 basins rehabilitated; and over 300,000 holdings have been certified.

116. Due to problems in implementation the project was unable to determine the impact the project results have had on decreasing the number of rural households below the poverty line; decreasing mortality rates consequent upon crop failures and livestock deaths; decreasing sediment generated on land; no natural forest was placed under participatory forest management; and the efforts for biodiversity

conservation were hampered by the project management related problems in constructing any of the planned gene banks.

117. **Impact pathways.** The main interventions that have enabled the project to achieve the desired objectives have been articulated around components 1,2 and 4 and with the overall impacts and drivers that led to their implementation, being inter-related. The improvements to the ecosystems (soil and water) and functions were the result of achieving most the desired outcomes (with the exception of participatory forest management and biodiversity conservation). This included the participatory management of watersheds that was made possible through the development of the community-based management plans developed by the project and beneficiary participation. This outcome also positively contributed to the impact of building resilience to climate change and improved livelihoods. The development of on- and off-farm soil and water conservation practices not only contributed to improving the integrity of ecosystems, but also reducing sedimentation (although this cannot be measured quantitatively) and resilience to climate change. The improvements made to access to land through land certification as well as improved institutional capacity to implement SLM helped ensure reductions in poverty (although this also cannot be quantitatively verified due to M&E problems) and enhanced livelihoods. The regional policies and legislative developments have directly contributed to the improvement to the integrity of ecosystems and functions, the reduction of sedimentation through improved land management and enhanced livelihoods. By ensuring that the project developed enhanced climate adaptation adaptive capacity ensured it directly contributed to achieving most of the desired project impacts as depicted in annex 3.

118. CBINReMP was implemented within the decentralised regional administration in close collaboration with Community-Based Organisations. The main implementing agencies were the BoARD; the EPLAUA; BoFED; EBI and Community-Based Organisations. The performance of the project implementing partners differed greatly. For example, some of the service providers namely ORDA, BoRLAU, the BoANR, the Biogas regional office, and the Bahir Dar University (BDU), provided detailed and timely reports, although the 2018 supervision mission explains that all services providers failed to report on outcomes, making it difficult to assess the direct impacts of their work and those of the project. A major problem partner was the EBI, where construction of the four remaining community gene banks have consistently been delayed despite funds being available, and still incomplete at project closure. The RPCMU suffered from being understaffed and for there having been a high staff turnover, leading the long-running M&E problems. Aside from this, the MTR reports that it did a good job from the onset, in creating awareness and convincing the beneficiary communities about the advantages/benefits associated with embracing and implementing Project activities. This ensured a total buy-in into the Project's goal and development objectives by the beneficiary communities. The communities have since played the leading role in activity implementation. Partner performance is rated as **Moderately Satisfactory (MS).**

## XII. Lessons Learned.

119. **Knowledge.** Although not a lesson as much as a reiteration of a well-established fact, no matter how good project results may be, if the weakest link is in M&E it will undermine the process of assessing impact and conveying results. Knowledge generation for this project has been a challenge with some achievements and other less-so. The project is an example of the importance of conducting timely baselines, for a functioning M&E system and for the impact assessment to define the source of information used as baselines in order for reliable impact conclusions to be drawn with references made as to which baselines, or whether control group surveys are being used. Despite these concerns, the impact assessment reports that the project resulted in 66% of surveyed respondents having treated gulley erosion; a 92% reduction in herd sizes; 85% practicing rotational grazing; 99% having learned relevant skills and knowledge about introduced technologies; 82% confirmed land certification of which 62% first level and 38% second level; 98, 97, 96, 92 and 91% of the surveyed households were engaged in compost making, crop rotation, energy efficient stove, movement from degraded land to rehabilitated land, and the use of solar lantern, as forms of climate change adaptation respectively.

120. The project has also contributed to the knowledge about the extent of reversal of environmental degradation that is possible in poor rural communities. It has carried out quantitative research that has shown dramatic environmental regeneration capacities provided the communities are empowered

through capacity building, collective decision making and enforcement. It has shown that given the opportunity and with sufficient demonstrations that community buy-in can be significantly more than anticipated, highlighting both the extent of need as well as the prospect of long-term sustainability.

121. **Strengths and weaknesses.** The project has to a large extent been found to have implemented the planned activities, with the majority of the environmental results having been predominantly and overwhelmingly positive. The weakness however has been in the quality of project management that has meant a number of activities have not been implemented or completed. This stems to a large extent to be as a result of governmental underperformance and inefficiency; an inability in filling positions; the high rate of staff turnover at the RPCMU and the delays in submitting the AWPBs. These have all contributed to the underlying structural weaknesses that have led to delays. Project implementation was consequently adversely affected resulting in partial implementation of planned activities, the delays also meant non-compliance with the financing agreement covenants. Other critical weaknesses include the below standard financial reporting; a M&E system that took 6 years to be considered functional, but then only for 3/4 of the components and even then, not all the data was being collected; procurement delays; and a significantly delayed baseline.

122. **Replication.** Successful replication of the positive results of this project relies on one fundamental element over all others, which is the commitment of beneficiaries to improve their own livelihoods and their drive to learn, design and apply. As always only time will tell if the activities will have been sustainable, but the indicators are positive. Most of the project works have been implemented by the beneficiary communities themselves, and have been well-anchored in the decentralized administration, hereby provide for institutional sustainability as activities are easily absorbed under the Government structure upon the completion of the project. The activities that are worth replicating are the ones with the low-tech no regret measures such as land exclosures, environmental management plans (pasture, watershed and wetland), and the land certification. The other activities that have been successful, but require more technical input and materials are the on- and off-farm SLM measures. The simple nature-based measures of stabilising bunds and gullies are highly replicable even by beneficiaries, but those involving heavy-duty material input such as gabion and stone check-dams for example will be replicable but will not be possible without considerable support.

## XIII. Conclusions and Recommendations

123. **Conclusions.** The overall conclusions to be drawn from the implementation of the CBINReMP project are mixed. It is thanks to strong government support at all levels, national, regional, woreda and kebele levels that the project has been found to have produced remarkable environmental impacts with the rehabilitation of degraded lands; the implementation of on- and off-farm SLM; and the ability of communities to organise and develop management plans for sustainable resource management. Positive social changes have also resulted from land certification namely decreased land disputes; the improvement of land tenure security in project sites; improved ability of farmers to secure loans; the reduction of communal encroachment; and increased female participation as committee members.

124. These remarkable results are all the more remarkable considering the below standard performance in project management. Future projects will benefit from addressing the institutional gaps that have emerged in terms of financial management and reporting, project management and accounting. This has resulted in the project suffering persistent delays mainly attributed to high staff turnover at the top level of project management and understaffing of the RPCMU. Financial management was also below standard, and there have been consistent accountability issues with the systems for accounting and reporting consistently below the required standard. This resulted in consistent delays in submitting AWBPs; and delays in procurement that were also characterised with poor record management, poor process flows, and procurement plans not consistently implemented. Despite the shortcomings in M&E of component 4, one result that bodes well for future projects is the improvement that has been made in terms of M&E over the course of the 8 years.

125. **Recommendations.**

- The project has exposed necessary improvements that need to be made in project management and implementation but also monitoring, evaluation and reporting. It could be advisable to consider promoting training courses in project management, M&E, financial management, procurement and accounting.

- As a means of capitalising on the positive environmental impact results, it should be considered to partner more with research institutions with the aim to produce peer-reviewed research. This will go some way to mitigate institutional shortcomings with respect to M&E and reporting, it will also allow for project evaluators to better gage the impact, likelihood and viability of upscaling of innovative and pilot projects, particularly in climate adaptive livelihoods and the introduction of climate resilient food varieties.

- In order to facilitate future replication, upscaling, knowledge sharing and sustainability, it should be considered to partner with universities and other educational and research institutions. This will help develop curriculums based on the positive results that have been achieved for broader use at beneficiary level as well as in the higher educational system.

## Annex 1 Results Framework

| RESULTS HIERARCHY | INDICATORS APPRAISAL | Target | ACHIEVEMENTS | DATA SOURCE |
|---|---|---|---|---|
| **GEF Global Environment Benefits** | | | | |
| Improvements to the integrity of ecosystems (soil, water, etc) and their functions | Farmland treated with SLM measures | 227,000 ha | **Component 1-3**<br>143,989.51ha treated with SWC measures.<br>35,949.54km stone bunds constructed.<br>77,146.56km soil bunds constructed.<br>431ha gullies rehabilitated.<br>**Component 4 Phase II**<br>1126km of soil bunds constructed<br>430km of stone bunds constructed.<br>763km of bio-stabilisation of bunds through planting. of treelucern, elephant grass, desho hops etc. | PCR<br>ORDA Progress Reports |
| | Participatory watershed management plans; | 650 management plans | **Component 1-3**<br>650 integrated watershed management plans have been developed with GIS although RIMS reports that 863 management plans were completed. | PCR<br>2018 supervision mission report<br>2018 RIMS |
| | Rangeland/ pasture improved; | 9,400 ha | **Component 1-3**<br>6,378.59ha of pastoral land improved as demonstration.<br>157,673ha of pastoral land under improved management practices.<br>Combined = 1745 % increase over target.<br>**Component 4 Phase II**<br>25 km of hillside terrace conserved. | PCR<br>ORDA Progress Reports |

| RESULTS HIERARCHY | INDICATORS APPRAISAL | Target | ACHIEVEMENTS | DATA SOURCE |
|---|---|---|---|---|
| | | | 1372m$^3$ of cut-off drains constructed.<br>62ha of bench terraces constructed.<br>2,684m3 of gabion check-dams constructed.<br>6,085m3 of stone check-dams constructed. | |
| | Land rehabilitated and brought back into production; | 32,500 ha | **Component 1-3**<br>A combined total of 13,325.54ha degraded land were rehabilitated through planted including forests, grazing, gulley areas and areas in churches and local institutions. | PCR |
| | Land under afforestation through participatory planting schemes | 18,900 ha | **Component 1-3**<br>32,123ha of land closed through community participation.<br>A combined total of 13,325.54ha degraded land were rehabilitated through planting including forest, grazing, gulley areas and churches and local institutions.<br>Combined 240% increase of target.<br>**Component 4 Phase II**<br>934.5ha under Participatory Forest Management (PFM). | PCR<br>ORDA Progress Reports |
| | Natural forest under participatory forest management | 2,000 ha | Not implemented. | |
| Increases in carbon stocks above and below ground in treated areas. | Carbon sequestered above and below ground. | > 700,000 tonnes | 44,773 t$CO_2$e sequestered. Calculated retrospectively with time series data. | Impact Assessment |
| Reduce sedimentation in rivers and streams and Lake Tana - waters of international | Reduction in sediment generated by 50% on land to be treated by SLM: equivalent | Average of a 15% reduction in the overall watershed. | No quantitative data was collected as activity was not implemented. | |

| RESULTS HIERARCHY | INDICATORS APPRAISAL | Target | ACHIEVEMENTS | DATA SOURCE |
|---|---|---|---|---|
| significance. | to an average of a 15% reduction in the overall watershed. | | | |
| **GEF 4 Land Degradation Focal Area** | | | | |
| **Strategic Objective 1:** An enabling environment will place SLM in the main stream of development policy and practice at regional, national and local levels<br><br>**Strategic Objective 2:** Mutual benefits for the global environment and local livelihoods through catalysing SLM investments for largescale impact. | % Increase in Net Primary Productivity (NPP)24 and Rain-use Efficiency (RUE). | | This indicator was not tracked | |
| | % Increase in carbon stocks (soil and plant biomass) | | The impact assessment calculated through historical time series data and calculated a 158% increase in tCO2e sequestered vis-à-vis the baseline scenario and calculated retrospectively with time series data.<br>Baseline: 28393 $tCO_2e$<br>Project: 44773 $tCO_2e$ | Impact assessment |
| | % decrease in mortality rates consequent upon crop failures and livestock deaths. | | Mortality rates were not recorded in either the baseline or impact assessment. | |
| | % decrease in number of rural households below the poverty line | | The comparison of the final impact assessment with the baseline surveys shows a 32% reduction in households reporting food shortages for under 3 months in the year. (60% baseline / 28% impact assessment). These figures are indicative only because the surveys were not directly comparable in terms of survey size. | Baseline<br>Impact Assessment. |
| **Component 1 Community-based integrated watershed management** | | | | |
| **Output 1.1** | Participatory preparation of a database of existing land use | 1 | The MTR report confirms that the land use database has been completed to good quality standard and | MTR |

| RESULTS HIERARCHY | INDICATORS APPRAISAL | Target | ACHIEVEMENTS | DATA SOURCE |
|---|---|---|---|---|
| Participatory watershed management achieved | patterns and natural resources | | sufficient to monitor the dynamics of land use during the course of Project implementation. | |
| | Organise Community Watershed Committees (CWC) | 650 | 650 | |
| | Train Community Watershed Committees (CWC) | 6500 | 4,974 | |
| | Micro watersheds plans developed 200-500 ha | 650 | 650 integrated watershed management plans have been developed with GIS although<br>RIMS reports that 863 management plans were completed. | 2018 Supervision mission report. |
| | Land surveying and certification | | 752 sample households from 67 micro-watersheds were surveyed. | Progress reports |
| | Farmer's local innovations recorded and added to best-bet technologies for SLM | | Not completed. | |
| | Carbon sequestration enhanced | | The Impact Assessment did carry out a retrospective carbon balance assessment based on time series data. The project was found to have resulted in the carbon sequestration of 44,773 $tCO_2e$ for the 8-year period. | GEB framework from CEO Endorsement<br>Impact Assessment |
| **Output 1.2**<br>Improved pasture and participatory forest management in place | Promotion of improved pasture management and forage production | | The project closed 32,123.65 hectares of degraded communal grazing land for their rehabilitation<br>6,378.59ha of land used for demonstrations of improved pasture management systems.<br>499 pasture management plans and bylaws developed. | 2018 supervision mission<br>PCR |
| | Community grazing associations organized and trained | 630 | 356 among grazing land user associations and model communal grazing areas organised. | PCR |
| | Ha of rangeland/ natural | 9,400 | 157,673ha of land under improved management | 2018 RIMS |

| RESULTS HIERARCHY | INDICATORS APPRAISAL | Target | ACHIEVEMENTS | DATA SOURCE |
|---|---|---|---|---|
| | pasture improved | | practices. | |
| | Women trained and engaged in dairy production | 2,000 | Not clear how many women were trained in dairy production.<br>794 (82 percent of target) zonal and Woreda staff trained;<br>4,277 combined (CGLM and BFD) Development Agents (89 percent of target) trained;<br>5,684 representative user groups trained (126 percent of target);<br>4,712 farmers trained (35 percent of target). | |
| | Community forestry and participatory forest management | | 482 management plans and bylaws developed | |
| | Total forest cover of the watershed improved | 20,000 ha | Not clear see IA | |
| | Tree planting through community forestry (18,900 ha @ 15 ha per *kebele* per year). | 18,900 ha @ 15 ha per *kebele* per year | A combined total of 13,325.54 hectares were planted including forest, grazing, gulley areas and churches and local institutions etc. | |
| | Potential linkages with carbon credit financing facilities explored | | Not implemented | |
| | Carbon sequestration enhanced | | The Impact Assessment did carry out a retrospective carbon balance assessment based on time series data. The project was found to have resulted in significant carbon sequestration of 44,773 $tCO_2e$ for the 8-year period. | |
| | Demonstrate and promote energy-saving technologies | | 1381 demonstrations promoting biogas were implemented (60 percent of target), the project also carried out 17,269 energy saving stoves distributed. | |

| RESULTS HIERARCHY | INDICATORS APPRAISAL | Target | ACHIEVEMENTS | DATA SOURCE |
|---|---|---|---|---|
| **Output 1.3**<br>Off-farm soil and water conservation measures implemented | Rehabilitation of seriously degraded lands | 32,500 ha | 23,949ha of seriously degraded land (46 percent of target) rehabilitated;<br>17,341km of hillside terracing (349 percent of target) constructed;<br>1,190,953 trenches (91 percent) stabilised,<br>167,252 micro-basins (27 percent) and 45,293 eye-brow basins (18 percent).<br>288 small hand-dug pulley-wells provided | PCR |
| | Established gauging stations | | Not implemented | Supervision missions<br>Progress reports. |
| **Output 1.4**<br>On-farm soil and water conservation (SWC) strengthened | Cultivated lands rehabilitated through SWC practices | | 143,990ha | PCR |
| | Total people trained | | 784 people trained in crop | 2018 RIMS |
| | | | 393 (43 percent of target) zonal and Woreda staff,<br>2,715 (69 percent of target) Development Agents and supervisors.<br>18,597 farmers (38 percent of target) were trained on SWC, community pond, roof water harvesting and hand dug well construction. | PCR |
| **Output 1.5**<br>Biodiversity and ecosystem conservation systems established | Gene banks established | 4 | As yet no gene banks have been completed | 2018 supervision report |
| | Training for gene banks | | 10 households were selected as custodians and together with other community members trained in gene bank management. | |

| RESULTS HIERARCHY | INDICATORS APPRAISAL | Target | ACHIEVEMENTS | DATA SOURCE |
|---|---|---|---|---|
| | Local landraces identified and conserved; community groups organized and trained in (agro) biodiversity conservation | | Project promoted seed multiplication for teff, maize, fingermilate, fabbabean, barley, nigerseed, chickpea, wheat, lentil, | Progress reports |
| | Core conservation sites (forests and wetlands) under community-based management and both demarcated and legalized | >15 | 6 in-situ sites have been selected, demarcated and inventories completed. | 2016 Supervision mission<br>RIMS |
| | Economic valuation of biodiversity carried out for specific cases | | Not completed. | |
| **Output 1.6** Participatory integrated wetland ecosystem conservation. | Wetland Management plans developed | 29 | 19 management plans | 2018 RIMS<br>PCR |
| | Environmental management plans developed | 30 | 19 management plans | 2018 RIMS |
| **Output 1.7**<br>Land surveying and certification carried out. | Holdings issued with 1st level certification | 282 305 holdings | 303,987 holdings | PCR |
| | Holdings issued with 2nd level certification | 11 000 holdings | 9,577 holdings | PCR |
| **Component 2: Institutional, legal, and policy analysis and reform** | | | | |
| **Outcome: 2.1:** | | | | |
| **Output 2.1**<br>Improved institutional capacity for SLM activities | Landless youth (men and women) trained and organized into IGAs for sustainable livelihoods | 25,000 | 21,740 women landholders trained | PCR |
| | Institutional capacity to implement SLM at regional, woreda and kebele level | | 381 men and women trained in business entrepreneurship.<br>383 savings and credit groups formed and | 2018 RIMS |

| RESULTS HIERARCHY | INDICATORS APPRAISAL | Target | ACHIEVEMENTS | DATA SOURCE |
|---|---|---|---|---|
| | improved and strengthened | | strengthened<br>193 savings and credit groups with women in leadership roles.<br>2,495 male and 1,316 female supported in saving group strengthening. | |
| | Regional policies/ legislation with respect to environment developed to mainstream SLM by the fourth year | 6 | 3 policies have been prepared but yet to be finalised:<br>Regional Conservation Strategy and Action Plan;<br>the Communal Grazing Land Management Legislation;<br>The Wetland Management Legal Framework although they still need to be finalised. | 2018 RIMS |
| **Component 4: Sustainable Adaptation to Climate change (Phase II)** | | | | |
| **Sub-component 1:Adaptation to Climate Change** | | | | |
| **Outcome 4.1: Sustainable Adaptation Enhanced** | | | | |
| **Output 4.1.1**<br>Conduct on-farm research | No. of Farmers Research Groups (FRG) established and managed. | 15 FRG (180 members) | (PY1 - 5 FRG) 62 beneficiaries<br>(PY2 – 7 FRG) 62 beneficiaries<br>(PY3 – 9 FRG) 65 beneficiaries<br>65 experts and DAs were trained on on-farm research.<br>Participatory research carried out producing improved crop varieties in collaboration with Adet Agricultural Research Centre.<br>Kg of improved malt barley and wheat seed distributed to farmers: PY1 - 111kg, PY2 - 65kg, PY3 - 55kg.<br>75 between Woreda experts and DA's were trained on on-farm research.<br>FRGs were provided with farming inputs. | Project proposal document<br>Project progress reports |
| **Output 4.1.2**<br>Promoting highland apples. | No. of fruit producer groups created. | 33 groups (20 members each) | Farmers were directly supported without the creation of producer groups. | Project progress |

| RESULTS HIERARCHY | INDICATORS APPRAISAL | Target | ACHIEVEMENTS | DATA SOURCE |
|---|---|---|---|---|
| | | | | report |
| | No. of farmers supported | 667 | Progress reports | Progress reports |
| | No. of apple seedlings supplied | 20,010 | PY2 20,208 to 831 (41 female).<br>PY3 6,197 to 279 (7 female).<br>Total 26,405 grafted seedlings provided. | Progress reports |
| **Output 4.1.3**<br>Promoting potato production | Amount of improved potato seeds supplied | 800 quintals (80,000 kg) | PY1 394 Ql of seed developed<br>PY2 212 Ql seed developed<br>Total 606 Ql developed and distributed | Progress reports |
| | No. of HH supported | 320 | PY1 123 beneficiaries (7 female) received potatoes<br>PY2 84 beneficiaries (3 female) received potatoes | Progress reports |
| | Area of land cultivated with improved seeds | 40 ha | PY1 not reported<br>PY2 10.6 ha<br>PY3 not reported only improved quantity p/ha. Improved varieties yielded 312.14 quintals (1quintal = 100g) per ha compared to 143 quintals/ha for the local variety. | Progress reports |
| **Output 4.1.4**<br>Supporting farmers in organic fertiliser production | Farmers trained in producing organic fertilisers | | Not in PY1<br>PY2 58$m^3$ of compost produced benefitting 13 farmers (2 females).<br>PY3 554$m^3$ of compost produced benefitting 69 (3 female) beneficiaries.<br>Total 612 $m^3$ of compost benefitting 82 beneficiaries. | Progress reports |
| | No. of litres of effective micro-organisms provided to target HH. | 1974 | 166 litres | Progress reports |
| **Output 4.1.5**<br>Upgrading small irrigation schemes | No. of irrigation schemes constructed | 3 | Discontinued due to feasibility study showing insufficient water discharge capacity. | Progress reports |
| | No. of HH supported | 123 (700 people) | | |
| **Outcome 4.2: Integrated watershed Development plan and management in place** | | | | |

| RESULTS HIERARCHY | INDICATORS APPRAISAL | Target | ACHIEVEMENTS | DATA SOURCE |
|---|---|---|---|---|
| **Output 4.2.1** Provide training on integrated watershed management and climate change impacts. | No. of woreda experts trained | 18 | 129 Woreda experts trained | Progress reports |
| | No. of development agents (DA) trained | 75 | 210 Das trained | Progress reports |
| | No. of ORDA staff trained | 7 | 32 ORDA staff trained | Progress reports |
| | No. of surveyor farmers trained | 150 | 563 farmer surveyors trained<br>PY1 150 (2 female)<br>PY2 220 (8 female)<br>PY3 193 (4 female) | Progress reports |
| | No. of watershed users trained | 140 | 1090 users trained<br>PY2 450 trained (50 female) | Progress reports |
| | No. of woreda experts trained in GIS | 13 | Not implemented | Progress reports |
| | No. of data collectors trained in GPS | 10 | Not implemented | Progress reports |
| **Output 4.2.2** Watershed committees established / strengthened. | No. of watershed committees established / strengthened | | PY1 22 committees established<br>PY2 28 (322 beneficiaries (50 female). | Progress reports |
| **Output 4.2.2** Watershed delineation and development map preparation | No. of kebeles mapped with GIS | 3 | PY1 6 watersheds identified (pp11 of PY1) | Progress reports |
| **Output 4.3: Degraded communal lands treated with SWC measures** | | | | |
| **Output 4.3.1** Construction of soil and water conservation measures on communal lands | Km of hillside terrace conserved | 500 | 25 km of hillside terraces conserved | Progress reports |
| | $M^3$ of cut-off drain constructed | 1050 | 1372 $m^3$ of cut-off drain constructed | Progress reports |
| | $M^3$ of waterways constructed | 700 | 1198 $m^3$ of waterways constructed | Progress reports |
| | Ha, of gullies rehabilitated | 40,000 | 0 | Progress reports |
| | No. of improved pits | 2,700 | 680 improved pits constructed | Progress reports |

| RESULTS HIERARCHY | INDICATORS APPRAISAL | Target | ACHIEVEMENTS | DATA SOURCE |
|---|---|---|---|---|
| | Ha of bench terraces constructed | 10 | 62 ha bench terraces constructed | Progress reports |
| **Output 4.3.2** Gully treatment / rehabilitation and development | $M^3$ of Gabion check-dams constructed | 5,000 | 2,694 $m^3$ of Gabion check-dams constructed | Progress reports |
| | $M^3$ of loose stone check-dams constructed | 10,000 | 6,085 $m^3$ of loose stone check-dams constructed | Progress reports |
| **Output 4.4: Cultivated lands treated with SWC measures** | | | | |
| **Output 4.4.1** Construction of soil and water conservation measures | Km of soil bunds constructed | 800 | 1126 km of soil bunds constructed | Progress reports |
| | Km of stone bunds | 500 | 0 | Progress reports |
| | Km stone-faced soil bunds | 500 | 430 km stone-faced soil bunds constructed | Progress reports |
| **Output 4.4.2** Provision of hand tools for soil and water conservation measures | Provision of shovels, crowbar, pickaxe etc. | | 7 (no further information provided.) | Progress reports |
| **Output 4.4.3** Implementation of soil and water conservation measures | Ha of bunds revegetated and stabilised | 100 | 30 ha have been stabilised through the use of no regret natural means such as Phalaris, banana grass, treelucern, grass, Desho etc) | Progress reports |
| | Km of bunds revegetated and stabilised | 2000 | 763 km of physical structures stabilised through treelucern, elephant grass, desho, hop etc) | Progress reports |
| **Output 4.5: Protecting and rehabilitating degraded forestry and agro-forestry areas** | | | | |
| **Output 4.5.1** Establish and run nurseries | No. of nurseries established | 3 | 11 nurseries established | Progress reports |
| | No. of seedlings produced | 2 million | 2,701,040 seedlings produced | Progress reports |
| | No. of seedlings planted | 1.7 million | 1,073,213 seedlings planted | Progress reports |
| **Output 4.5.2** Agro-forestry development | Ha. of crops planted with alley cropping technology | 50 | 136ha. of crops planted with alley cropping technology | Progress reports |
| **Output 4.6: Promotion of on- and off-farm livelihood diversification** | | | | |
| **Output 4.6.1** Supporting women and landless | No. of HH supported | 150 (750 family members) | Not recorded | Progress reports |

| RESULTS HIERARCHY | INDICATORS APPRAISAL | Target | ACHIEVEMENTS | DATA SOURCE |
|---|---|---|---|---|
| youth with homestead gardens | $M^2$ of plots cultivated | 75,000 | Not recorded | Progress reports |
| **Output 4.6.2** Household apple nurseries established. | No. of apple seedling producers established and supported. | 35 | 6 apple seedling producers established and supported. | Progress reports |
| **Output 4.6.3** Village savings and loan groups organised and strengthened | No. of groups supported (average of 15 members per group) with training and material provision. | 80 (1,800 members) | 126 groups supported | Progress reports |
| **Output 4.6.4** Bamboo development | No. of bamboo culms / seeds distributed | 1,000 | 239 bamboo culms / seeds distributed | Progress reports |
| | No. of farmer to benefit from activity | 50 | Not recorded | Progress reports |
| **Output 4.6.5** Improved fodder promoted. | $M^2$ of backyard fodder planted | 300,000 | 190,500$m^2$ backyard fodder planted | Progress reports |
| | No. of HH supported | 600 | Not recorded | Progress reports |
| | No. of DA's to receive training | 43 | 47 DA's received training | Progress reports |
| **Output 4.6.6** Hop development | No. of hop seedlings distributed | 20,000 | 89,065 hop seedlings distributed | Progress reports |
| | No. of poor community members supported. | 1,000 | Not recorded | Progress reports |
| **Outcome 4.7 Institutional capacities and empowerment of beneficiaries increased through development of Risk and Vulnerability Management capability skills** | | | | |
| **Output 4.7.1** Establishing/strengthening climate change platforms (CCPs) at Woreda and Kebele levels. | No. of platforms strengthened / organised | 15 | Not recorded | Progress reports |
| | No. of Kebele's | 15 | Not recorded | Progress reports |
| | Training delivered at both Woreda and Kebele levels. | | 382 people trained on climate vulnerability and capacity analysis for project Woreda and Kebele staff. | Progress reports |
| **Output 4.7.2** Undertake Woreda and Kebele | No. of biannual meetings conducted per Woreda | 6 | 1 meeting held | Progress reports |

| RESULTS HIERARCHY | INDICATORS APPRAISAL | Target | ACHIEVEMENTS | DATA SOURCE |
|---|---|---|---|---|
| level awareness raising activities on climate change issues. | No. of platforms supported at Kebele level. | 15 | 30 platforms supported | Progress reports |
| **Output 4.7.3** International visits and study tours | No. of community, line office and ORDA staff supported | 15 | 17 community, line office and ORDA staff supported | Progress reports |
| **Sub-component 2: Climate Change Mitigation** | | | | |
| **Outcome 4.8: Mitigation to CC enhanced through development of renewable energy sources.** | | | | |
| **Output 4.8.1** Promote and disseminate alternative energy technologies | No. of fuel-efficient 'Mirt' and rocket stoves distributed | 1,000 | 1,719 stoves distributed | Progress reports |
| | No. of biogas plant/technologies distributed | 40 | 192 biogas plant/technologies distributed | Progress reports |
| | No. of solar lanterns distributed | 1,066 | 1,405 solar lanterns distributed | Progress reports |
| **Output 4.8.2** Delineate & legalize Mount Guna as protected community-managed ecotourism site and devise livelihood options | Finalisation of phase I demarcation of Mt Guna | | 0 | Progress reports |
| | Settling of legal issues disputes resulting from phase I | | 5 (only data recorded) | Progress reports |
| | Support the project with livelihood options | | 0 | Progress reports |
| **Sub-component 3 Knowledge Management and capacity building** | | | | |
| **Outcome 4.9: Knowledge management and communication enhanced.** | | | | |
| **Output 4.9.1** Electronic distribution of CCA information | Climate change adaptation designed and distributed | | 0 | Progress reports |
| **Output 4.9.2** Designing and distributing T-shirts, brochures and leaflets to raise awareness about CCA | T-shirts, brochures and leaflets designed and distributed | | 738 T-shirts, brochures and leaflets designed and distributed | Progress reports |

| RESULTS HIERARCHY | INDICATORS APPRAISAL | Target | ACHIEVEMENTS | DATA SOURCE |
|---|---|---|---|---|
| **Output 4.9.3**<br>Best practices disseminated. | Dissemination of lessons learned and best practices. | | 0 | Progress reports |
| **Output 4.9.4**<br>Environmental clubs established and strengthened | No. of environmental school clubs established / organised | | 8 environmental school clubs established / organised | Progress reports |
| | Provision of hand tools, tree and vegetable seeds, polyethylene tube and trainings. | | 0 | Progress reports |

## Annex 2 CBINReMP Theory of change

**Figure 5 Theory of Change at Project Start**

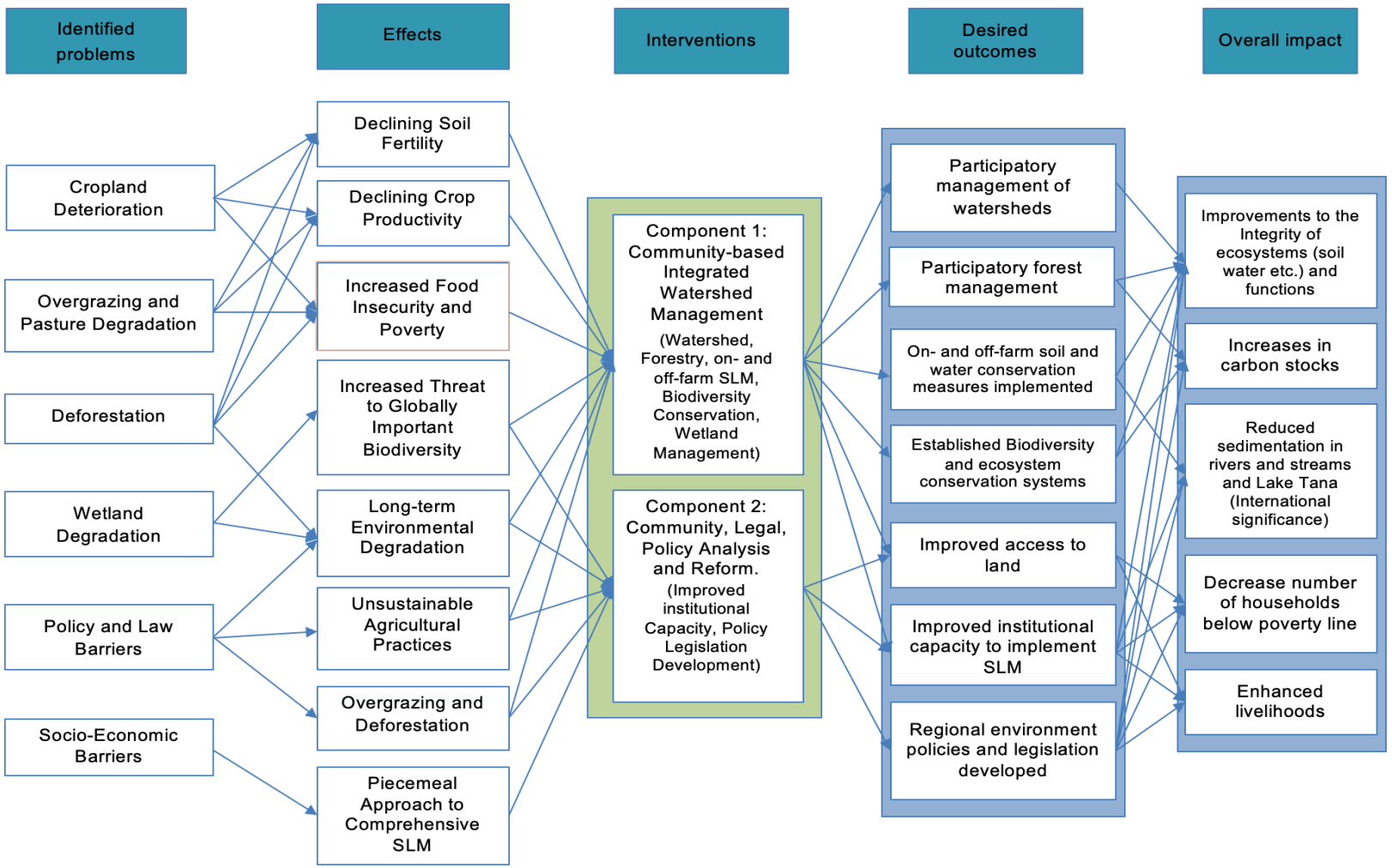
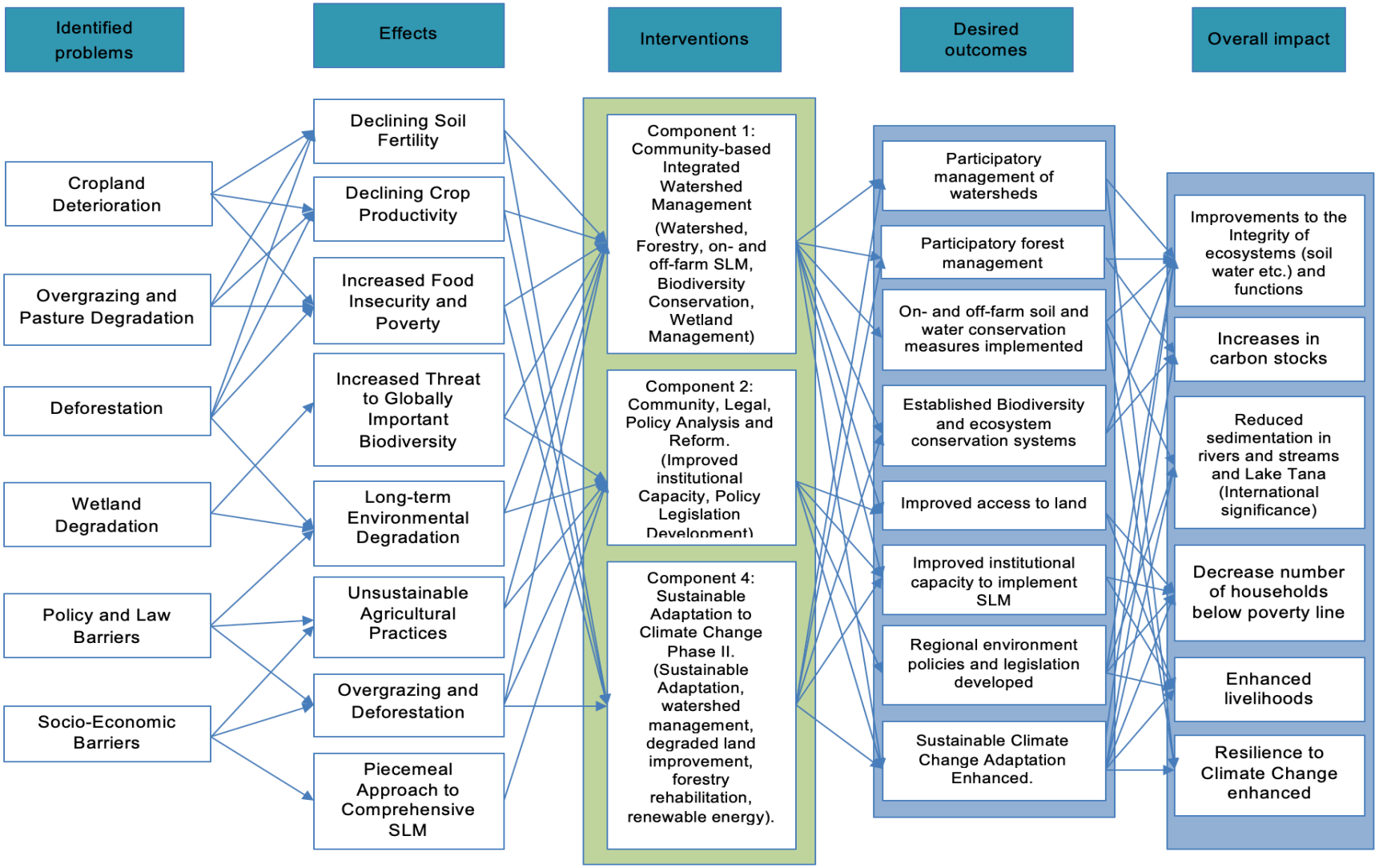


**Figure 6 Theory of Change at Project Closure**



## Annex 3 Summary of Project Exit Strategy Activities and Responsibilities.

| No | Strategies, systems built | Date of completion | Exit Activities Implemented | Responsible | Remarks |
|---|---|---|---|---|---|
| 1 | Reorganize the community watershed committees and strengthen the material capacities of community watersheds | April,2018 | • Assess and reorganize the community watershed committees if there are missed members;<br>• Provide trainings for Kebele and Community watershed committees<br>• Build office for model community watersheds and facilitate with the necessary equipments,<br>• Agreement (MoA) with the Woreda office of agriculture on the hand over of the required activity including following-up and technically capacitate the farmers and provide the required extension activities. | Woreda office of Agriculture(WoA) &DAs | |
| 2 | Ownership transfer for project supported nurseries | June,2018 | • conduct an assessment to identify the potential institutions for subsequent handing over,<br>• provide technical trainings for these institutions,<br>• Make the handing over process effective with a written MoA that the receiving institution will provide the required funding to sustain the nurseries | RPCMU, WoA | |
| 3 | Institutionalize the Rehabilitated communal Degraded areas | January,2018 | • conduct an inventory of rehabilitated degraded lands,<br>• establish committees for each respective communal land,<br>• provide training for communal land committee members | RPCMU, WoA | |
| 4 | Integrate Participatory forest management (PFM) areas with related IGAs | December, 2017 | • Reorganize PFM committee members,<br>• Capacitate their respective management skills through training;<br>• identify potential IGAs to integrate with PFM,<br>• Establish IGAs,<br>• Capacitate IGAs with the necessary material and | RPCMU, WoA | |

| No | Strategies, systems built | Date of completion | Exit Activities Implemented | Responsible | Remarks |
|---|---|---|---|---|---|
| | | | physical capacities. | | |
| 5 | Ensure the sustainable management of Bio-gas plants | March, 2018 | • Conduct an inventory of existing biogas plants,<br>• Assess the capacity gap to operate and manage the biogas plants,<br>• Provide ToT for the responsible woreda experts,<br>• scale-up the trainings to the beneficiary level. | National Biogas Agency, Woreda water and energy office. | |
| 6 | Facilitate the community with the required hand tools to ensure sustainability of SWC efforts | December,2017 | • conduct existing need assessment for SWC hand tools<br>• undertake procurement of hand tools;<br>• distribute according to the identified needs | RPCMU, WoA | |
| 7 | Capacitate Community seed multiplier associations | November, 2017 | • Complete the constructions of community gene banks,<br>• Identified the necessary materials and equipment,<br>• conduct procurement of materials and equipment,<br>• distribute materials and equipment for each gene bank<br>• provide trainings for community seed bank cooperatives on how to operate and manage the gene banks | RPCMU, EBI | |
| 8 | Pilot wet lands integrated with different Livelihood options | March, 2018 | • Complete piloting activities in all the three wet land areas;<br>• Identify their respective potential to integrate with different Income Generating activities;<br>• Establish beneficiary groups for the pilot wet lands;<br>• Provide technical and material supports for these groups so that they could able to manage piloting interventions | RPCMU, BDU & WoA | |
| 9 | Identify sustainable groups and enterprises | December, 2017 | • conduct an inventory of existing groups and enterprises, | RPCMU, Woreda | |

| No | Strategies, systems built | Date of completion | Exit Activities Implemented | Responsible | Remarks |
|---|---|---|---|---|---|
| | for IGAs | | • identify potential bottle necks, which impede their growth and development;<br>• Provide material and physical capacity supports,<br>• integrate them with natural resource management interventions | Technical and vocational office, WoA | |
| 10 | Mainstream previously developed Technical Handouts, policy and strategy documents with in the regular government implementation arrangements | November, 2017 | • Provide trainings for appropriate experts from the region down to the woreda offices; particularly on policy and strategy documents;<br>• Distribute copies for each stakeholder institution,<br>• Put these documents in the Bureau of agriculture Library; | RPCMU | |
| 11 | Knowledge management and communication workshops conducted | March, 2018 | • Communication and dissemination events facilitated;<br>• documentation and dissemination of best practices undertaken<br>• project completion workshops conducted with the project key stakeholders at all levels | RPCMU | |
| 12 | Sustaining of the established M&E system to generate project information that can be used for decision-making while also capturing results at the impact level. | April, 2018 | • The established MIS based M&E system is generating adequate information that could enable to capture progresses of project results –outputs, outcome and impacts and these are reported on monthly basis.<br>• Follow- up survey undertaken to assess the progress on these result level indicators.<br>• Adequate training given to woreda database experts and focal persons | RPCMU | Training required for BoA IT staff for system and routine maintenance and management |

## Annex 4 CBINReMP Evaluation ratings

| Evaluated aspect | Rating and justification |
|---|---|
| Relevance | **Highly Satisfactory (HS)**<br>The project was aligned with a long list of national policies and strategies presented in table 1, both at the design stage and still remains relevant at closure. At the time of the design it was aligned with the IFAD Strategic Framework 2007-10 and is currently still aligned to that of 2016-2025. At design the project was aligned to the Millennium Development Goals (MDG) 1 to eradicate extreme poverty and hunger and MDG 7 to ensure environmental sustainability. |
| Effectiveness | **Moderately Unsatisfactory (MU)**<br>As of project closure on the 31st of March, the GEF grant disbursed 90.26 percent which is a remarkable achievement. Due to financial reporting that was below standard, the project is not able to disaggregate spending by component, it is therefore not possible to analyse spending patterns for planned vs actual disbursements and assess how effective implementation has been in this respect. The project struggled for the best part of half to get a functioning M&E system up and running. Challenges were largely due to government understaffing and high staff turnover. RIMS was not used until the MTR for components 1-3, MIS was not implemented at all. Supervision missions ultimately reported a satisfactory M&E system by 2016, but the TER finds this was largely only applicable to components 1-3. Component 4, that received a USD 1.8 million phase II in 2015, was consistently under reported and under monitored with no results framework or cumulative M&E outputs to monitor progress. TER finds more supervisionary support could have been provided to ORDA. |
| Efficiency | **Moderately Unsatisfactory (MU).**<br>In terms of resources use it is not possible to disaggregate the GEF grant by component or by category as this information is not available at project closure. The TE also does not have access to the projected annual budgets disaggregated for the GEF grant in order to compare how the actual disbursements met their annual targets. Slow initial disbursement rates were due to delays in implementation, these were mainly attributed to a) high staff turnover at the top level of project management; b) understaffing of the RPCMU. Late AWPBs were being consistently reported as late as 2016, project management gradually improved and during the MTR, implementation was generally found to follow the AWPB. Delays in procurement have been a consistent challenge and the procurement plan was not consistently implemented. M&E was eventually rated as satisfactory mainly for components 1-3, for component 4 this remained unsatisfactory. A baseline was eventually completed in PY 3, two years late meaning the state of conditions that existed in the project areas prior to CBINReMP interventions could not be established. |
| Monitoring and Evaluation system | **Moderately Unsatisfactory (MU)**<br>The M&E system was found to have been conceived in a 'SMART' manner and one that was Specific Measurable, Achievable, Realistic and Timely. Unfortunately, its implementation has been significantly compromised due to staff shortages and high staff turnover. A dedicated M&E officer for example was not hired until 2013 and an appropriate M&E system was not operational until after the MTR when the first RIMS reports were being submitted in the supervision missions. While M&E, RIMS and logframe reporting 'improved markedly' by 2016, component 4 was characterised by a lack of logframe or M&E. It was also underreported in the supervision missions and it was absent in the financial reporting by component as well as in the GEF Project Implementation Reports (PIR). The lack of M&E oversight meant that a certain degree of reporting consistency was missing as well as cumulative output reporting. Greater supervision mission oversight for component 4 would have made a considerable difference in improving M&E and outcomes. |

## Annex 5 Risks to Sustainability of Project Outcomes

| Sustainability dimension | Likelihood for this dimension to be achieved and description of the existing threat |
|---|---|
| Financial sustainability | **Likely (L)**<br>Despite the problems in financial management, the outlook for financial management appears to be good. The prime reason for optimism is based on the in-kind contributions that the beneficiaries have made which was USD 34 million, 654 percent more than the USD 5.2 million planned at appraisal. Beneficiaries have shown their financial commitment to the project at time when the resources were unavailable during project implementation. |
| Socio-political sustainability | **Likely (L)**<br>For the same reason as outlined above there has been a high degree of commitment and ownership at the beneficiary level. A prime reason is that the activities are largely aimed at improving the natural resource base upon which their livelihood sustainability depends on and the most of the technology being used is low-tech and nature-based. Beneficiaries have taken full control of the implementation process and formed management committees, management plans, bylaws and voluntary enforcement mechanisms to ensure the sustainable conservation of their livelihoods. The project is also very aligned to the national strategies and policies and the needs of the rural poor which will help ensure its socio-political sustainability. |
| Institutional and governance sustainability | **Likely (L)**<br>The project has demonstrated excellent service delivery and large-scale community and institutional buy-in and support, which is strong indication for the continuity of project activities. Most of the project works are implemented by the beneficiary communities themselves, and well-anchored in the decentralized administration, making it easy to be absorbed under the Government structure upon the completion of the project. Beneficiaries are demonstrating a willingness, ability and commitment to continue various IGAs they have been trained in. Government has closely monitored the project and has shown keen interest to institutionalize and take up most of the practices promoted and include them in future budgets. |
| Environmental sustainability | **Likely (L)**<br>The objective of the project was to contribute to poverty eradication in the watershed through improving ecosystem integrity by increasing household incomes through sustainable land management practices in the LTW. In turn, improvements to ecosystem functions were largely beneficial for biodiversity conservation. Environmental sustainability fundamentally relies on the continued management by the beneficiary communities. They have been shown to be empowered in the design and implementation of the management of the management plans that are largely based on low-tech nature based solutions that are easily accessible, which will help to ensure environmental sustainability. |

## Annex 6 TER Rating Matrix

| Criterion | Rating |
|---|---|
| **Project performance** | |
| – Relevance | 5 |
| – Effectiveness | 3 |
| – Efficiency | 3 |
| – Sustainability | 5 |
| **Rural poverty impact** | |
| – Households 'incomes and assets | Not Available |
| – Human and social capital and empowerment | 4 |
| – Food security | Not Available |
| – Agricultural productivity | 3/4 |
| – Institutions and policies | 4 |
| – **Overall rural poverty impact** | **3/4** |
| **Additional evaluation criteria** | |
| – Gender equality and women' s empowerment | 5 |
| – Access to markets | - |
| – Innovation | - |
| – Potential for scaling-up | 4 |
| – Environment and natural resources management | 4 |
| – Adaptation to climate change | 4 |
| – Targeting and outreach | 4 |
| **Partners performance** | |
| – IFAD' s performance | 4 |
| – Government performance | 3 |
| **Overall project achievement** | 3/4 |