

## Final Report

# Terminal Evaluation “Mainstreaming Agrobiodiversity into Agricultural Production Systems Ethiopia project

GEF Project ID: 2913 / UNDP Project ID: 00075747

Focal area: biodiversity, country/region: Ethiopia / Africa

Project sites: Woredas of Yayu, Gimbichu, Minjar Shenkora & Angacha

Implementing partner & other partners: EBI, FCF, Woredas & Kebeles



Evaluation timeframe:  
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## Table of Contents

|   |           |
|---|-----------|
| <b>EXECUTIVE SUMMARY .....</b>  | <b>IV</b> |
| PROJECT SUMMARY TABLE.....  | IV        |
| PROJECT DESCRIPTION.....  | IV        |
| TERMINAL EVALUATION PURPOSE AND METHODOLOGY .....   | V         |
| EVALUATION FINDINGS .....   | V         |
| EVALUATION RATING TABLE .....   | VIII      |
| SUMMARY OF CONCLUSIONS, RECOMMENDATIONS AND LESSONS LEARNED.....  | IX        |
| <b>LIST OF ABBREVIATIONS .....</b>  | <b>XI</b> |
| <b>1. INTRODUCTION .....</b>  | <b>1</b>  |
| 1.1 PURPOSE OF THE EVALUATION .....   | 1         |
| 1.2 SCOPE AND METHODOLOGY.....  | 2         |
| 1.2.1 Scope.....  | 2         |
| 1.2.2 Methodology.....  | 2         |
| 1.2.3 Limitations .....   | 3         |
| 1.3 STRUCTURE OF THE EVALUATION REPORT .....  | 3         |
| <b>2. PROJECT DESCRIPTION AND DEVELOPMENT CONTEXT .....</b>   | <b>4</b>  |
| 2.1 PROJECT START AND DURATION.....   | 4         |
| 2.2 PROBLEMS THAT THE PROJECT SOUGHT TO ADDRESS.....  | 4         |
| 2.3 IMMEDIATE AND DEVELOPMENT OBJECTIVES OF THE PROJECT .....   | 5         |
| 2.4 BASELINE INDICATORS ESTABLISHED .....   | 5         |
| 2.5 MAIN STAKEHOLDERS.....  | 6         |
| 2.6 EXPECTED RESULTS .....  | 7         |
| <b>3. FINDINGS .....</b>  | <b>9</b>  |
| 3.1 PROJECT DESIGN / FORMULATION .....  | 9         |
| 3.1.1 Analysis of logical framework / Results Framework .....   | 9         |
| 3.1.2 Assumptions and risks.....  | 11        |
| 3.1.3 Lessons learned from other projects incorporated into project design.....                         | 12        |
| 3.1.4 Planned stakeholders' participation .....   | 12        |
| 3.1.5 Replication approach.....   | 14        |
| 3.1.6 UNDP comparative advantage .....  | 14        |
| 3.1.7 Linkages between project and interventions within the sector .....                                | 15        |
| 3.1.8 Management arrangements.....  | 15        |
| 3.2 PROJECT IMPLEMENTATION .....  | 16        |
| 3.2.1 Adaptive management .....   | 16        |
| 3.2.2 Partnership arrangement .....   | 17        |
| 3.2.3 Feedback from M&E used for adaptive management.....   | 18        |
| 3.2.4 Project finance .....   | 19        |
| 3.2.5 Monitoring and evaluation: design at entry and implementation.....                                | 21        |
| 3.2.6 UNDP and Implementing Partner implementation / execution coordination and operational issues..... | 22        |
| 3.3 PROJECT RESULTS .....   | 23        |
| 3.3.1 Overall results .....   | 23        |
| 3.3.2 Relevance.....  | 26        |
| 3.3.3 Effectiveness and efficiency .....  | 27        |
| 3.3.4 Country ownership.....  | 29        |
| 3.3.5 Mainstreaming .....   | 30        |
| 3.3.6 Elements of Sustainability.....   | 31        |

|                           |   |    |
|---------------------------|---|----|
| 3.3.7                     | Potential impact.....   | 35 |
| 4.                        | CONCLUSIONS, RECOMMENDATIONS AND LESSONS LEARNED.....   | 38 |
| 4.1                       | CONCLUSIONS .....   | 38 |
| 4.1.1                     | Major achievements and strengths .....  | 38 |
| 4.1.2                     | Key shortcomings and weaknesses .....   | 39 |
| 4.2                       | RECOMMENDATIONS AND LESSONS TO BE LEARNED.....  | 40 |
| 4.2.1                     | Lessons learned for the design, implementation, monitoring, and evaluation of the project .....     | 40 |
| 4.2.2                     | Actions to follow-up or reinforce initial benefits from the project.....                            | 42 |
| 4.2.3                     | Proposals for future directions underlining main objectives.....                                    | 44 |
| 4.2.4                     | Best and worst practices for addressing issues relating to relevance, performance and success ..... | 45 |
| 5.                        | LIST OF TABLES .....  | 47 |
| 6.                        | ANNEXES.....  | 47 |
| EXECUTIVE SUMMARY ——— III |   |    |

## Executive Summary

### Project summary table

| Project Title:           | Mainstreaming Agrobiodiversity into Agricultural Production Systems |  |   |  |
|--------------------------|---|--|---|--|
| GEF Project ID:          | 2913  |  | <u>at endorsement</u><br>(Million US\$) | <u>at completion</u><br>(Million US\$) |
| UNDP Project ID:         | 00075747  | GEF financing:                         | 3,863,600                               | 3,781,000                              |
| Country:                 | Ethiopia  | IA/EA own:                             |   |  |
| Region:                  | Africa  | Government:                            | 2,050,000                               | 90,000                                 |
| Focal Area:              | Biodiversity  | Other:                                 | 3,000,000 (UNDP)<br>100,000 (ECF)       | 200,000<br>100,000?                    |
| FA Objectives, (OP/SP):  |   | Total co-financing:                    | 5,150,000                               | 390,000                                |
| Executing Agency:        | Ministry of Agriculture   | Total Project Cost:                    | 9,013,600                               | 4,281,000                              |
| Other Partners involved: | EBI, FCF, Woreda & Kebele   | ProDoc Signature (date project began): |   | 13/01/2011                             |
|                          |   | (Operational) Closing Date:            | Proposed:                               | Actual:                                |
|                          |   |  | 31st Dec 2015                           | 31/01/2016                             |

### Project description

Ethiopia harbours an important source of gene pools of cultivated crops & its wild relatives. However, both are threatened due to habitat loss (land degradation, agriculture conversion...) & competition with improved crop varieties on existing agricultural land. While biodiversity conservation is a Government priority, the Government institutions do not have a clear mandate on their responsibilities in that sector, there is no extension package specific to farmers' varieties, certification schemes are inexistent but for some forest coffee, sectors stakeholders have little understanding in combining economic growth & conservation, and there is a lack of farmers-led gene banks to conserve wild crop relatives and local farmers' varieties.

In that context, the project was designed to reduce agro-biodiversity loss in Ethiopia with a view to conserve indigenous crop genetic resources through a series of actions focussing on creating an enabling environment for *in situ* conservation by the farmers.

The objective of the project has been to improve the *in situ* conservation of agro-biodiversity resources through three main outcomes for forest coffee, enset, durum wheat and tef:

- (i) enabling a policy and institutional framework that supports *in situ* conservation of agro-biodiversity and wild crop relatives through a gap analysis in policies and institutional mandates, facilitating the mainstreaming of agrobiodiversity into development plans and strategies,
- (ii) markets incentives for farmer uptake of agro-biodiversity friendly practices, through market development with a view to efficiency gains (diversification and added value) and equity considerations in the distribution of added income, and
- (iii) Crop Wild Relatives and farmers' varieties are conserved in *in situ* gene banks and on-farm conservation sites with the objective to increase production and maintain genetic diversity.

### Terminal evaluation purpose and methodology

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The terminal evaluation was conducted to review the performance of the project through the assessment of its design, implementation and achievements in relation to its initial objectives. It used the 5 DAC evaluation criteria (relevance, effectiveness, efficiency, impact and sustainability) to assess the formulation process and how pertinent was the project idea, the project results, its value for money, the effects of the results on the institutional and final beneficiaries, and estimate the likelihood of continuation of project’s effects by the time it is completed.

The evaluation was evidence-based and findings included in the report were cross-checked. They come from the feedback from stakeholders involved in the design and implementation, the review of available documents and on site field visits of project achievements.

### Evaluation findings

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The project idea was submitted to GEF in 2008 and a full-scale intervention endorsed by the end of 2010.

#### Design & formulation:

The *shortcomings* identified in the National Biodiversity Policy *have been well translated* into the project document under the logical framework (need to focus on communities, integrate policies into sectoral plans & programmes, enforce biodiversity laws, creation of incentives, human & infrastructures capacity building & public awareness).

The project took advantage of previous GEF, French, German & Dutch interventions: many lessons learned were translated into outcomes and outputs.

The *review of the logical framework* shows that most indicators can be considered as ‘SMART’ ; some were not due to under-budgeting or project duration limitations ; risks and assumptions proved correct and some risks were mitigated during the project (e.g. market failure and certification of coffee and tef branding) ; a bias still exists within the sectoral ministries towards improved crop varieties despite a lot of awareness raising but the issue is now firmly discussed at ministerial levels with EBI in charge.

Directly linked with the previous was the issue to sustain cooperation between stakeholders; this *risk* was somewhat realised at national level although it did not impact the project as it is focussing mostly at local / community levels. Gender mainstreaming was considered also a priority by previous interventions and while this project took the issue into consideration, it remained cross-sectoral.

Overall, there has been an *intense participation* of the most relevant stakeholders including at national level and the project was well received at community level.

*UNDP comparative advantage* has been its extensive experience in GEF projects (most of them in the biodiversity sector) resulting in strong and long-term partnerships with national stakeholders, and putting it in the position to facilitate the formulation of such interventions.

The project was to be *managed by the Ethiopian Biodiversity Institute* through an embedded project unit (with a national team and four sites’ teams), overviewed by a steering committee; the latter was also decentralised at project’s woredas, resulting in transparency of decisional processes and facilitating constructive dialogue between sectors when issue arose; hence a positive feedback from all stakeholders through these committees.

#### Project implementation:

03/03/2016

In terms of *adaptive management*, the project did not steer away from its initial objectives. Several issues came up during implementation that had to be resolved: ex1. the lack of transport for the project team bypassed through vehicles refurbishment, ex2. the low staff retention within central EBI that indirectly resulted in creating a strong bond at local level between the project team and local Administration (with resulting ownership and empowerment of some project results), ex3. Site project team was not staffed as initially planned in the project document resulting in overwhelming the local team with activities that had to be tackled anyway.

The *project was nationally executed* with EBI as the executing agency and MoFED providing financial and administrative control National procurement procedures were followed without major issue but for the infrastructures that took considerable time for completion.

*Project Steering Committees* were setup both at national and local (woreda) levels as the governance mechanisms: these structures were recognised as useful both for transparency and for facilitating implementation through resolving outstanding issues evidenced through M&E feedback; shortcomings were nonetheless evidenced such as resolving partially some key issues such as (i) the lack of a comprehensive gender approach, (ii) the uncertainty about the management arrangements for gene banks after project completion – mainly for tef and wheat -, (iii) extension packages adopted locally but not yet recognised at national level, (iv) successfully mainstreaming agrobiodiversity mainly at local level, less at national level although inter-sectoral dialogue has now begun and (v) project upscaling only through proximity (neighbouring woredas) and not taken up at national level by relevant ministries.

In terms of *finance*, there is little information as to whether planned co-financing was actually provided to the project: actual Government co-financing was estimated tens of time lower than originally pledged and there is no information on the very large UNDP pledge as per original project document. All in all, around 50% of planned budget was provided (including 100% of GEF funding) and analysis points out towards a lack of proper analysis on both UNDP and Government contribution to the project. Over 70% of the budget was allocated to capacity building (services, consulting, and training) and only 2% to communication.

A comprehensive *M&E system* designed by a consultant was deemed too complex for operationalisation and an *ad-hoc system* was used to feed in both regular project reviews and the mid-term review, based on periodic situation reports by site managers, *ad-hoc* phone calls, thematic field trips and specific field missions for training, resulting in a more responsive than proactive M&E system. This system provided sufficient guidance for project implementation nonetheless.

*UNDP and EBI were both heavily involved* in the project: UNDP provided support and management guidance to EBI, it was proactive through project steering committee supporting EBI in resolving outstanding issues and facilitated dialogue for result delivery (e.g. extension packages drafting). Its influence did not go further than project delivery, providing no better means of local empowerment. EBI acting alone might have potentially supported project linkages between institutional stakeholders. Project staff rotation under EBI was nonetheless very high, which affected the overall project implementation and results. Little evidence of long term relationship between the project team and key ministries for mainstreaming agrobiodiversity at national level.

#### **Project results:**

There were *three results* under the project:

‘Outcome 1 – enabling policy & institutional framework for conservation’: seven policies were reviewed, gaps identified; the analysis was endorsed at Parliament level and relevant staff trained; three agrobiodiversity principles were officially endorsed by Government; awareness creation on the above was carried out at woreda level in all project sites; by-laws were drafted, reviewed and adopted by both the project communities and local woreda Administrations; the national extension programme is now promoting within project sites farmers’ varieties through endorsed extension packages with some scaled-up activities.

03/03/2016

'Outcome 2 – market incentives resulting in adoption by farmers of agrobiodiversity practices': national demand for agrobiodiversity-friendly products has increased through (i) linkage with a Union for coffee and forest coffee certification, (ii) fibre production, linkage with fibre factory and regional exhibitions for enset, (iii) linkage with a complex food industry for wheat and tef and branding for tef (iv) Yayu Coffee certification and Minjar Tef branding; farmers' varieties-specific cooperatives were strengthened and/or created for all four project areas; numerous trainings for trainers and awareness raising activities were carried out for local stakeholders on farmers' varieties and biodiversity conservation as well as exhibitions and promotional events; few results were evidenced regarding the improvement of business and financial capacity of stakeholders involved in agrobiodiversity conservation: some pre-financing was obtained for coffee cooperatives (through the Union) and discussions are still under way for credit access regarding bulla production (enset); some Union support also benefitted tef cooperatives while there was no evidence of similar activities for durum wheat. Quality compliance is now systematically enforced for enset and forest coffee, resulting in higher quality products.

'Outcome 3 – conservation through in-situ gene banks and on-farm conservation sites': the 500.000ha of conserved area target was too ambitious to achieve (190.000ha eventually achieved) as it was actually larger than the project areas under farmers' varieties cultivation; still, for tef, the project achieved a complete shift in areas of farmers' varieties and improved varieties; 2 community gene banks and 2 field gene banks were created although for tef and durum wheat, at time of the evaluation they are not yet operational due to infrastructures' construction delays. As a result, the gene bank management is operationalised mainly for coffee and enset through responsibilities' sharing between the famers' varieties cooperatives and local Administration/EBI where relevant.

*Project relevance*: the project is relevant as agrobiodiversity is a Government priority that was reflected into policies and strategies but with few actual on-site interventions as in terms of food security, the Government has always put an emphasis on improved varieties to boost production and productivity. The project also responded to community needs as a lot of farmers' varieties are still farmed but without optimised land husbandry practices and receive little attention from markets.

*Project effectiveness*: overall, the project has been very effective in mainstreaming agrobiodiversity conservation at all levels through policy and strategy reviews, enhancement of marketing activities, both resulting in more conservation because of increased farmed areas and adopted conservation practices, and on-farm and seed gene banks. (yet to be operationalised for two project crops).

*Project efficiency*: the effectiveness of the project was rated moderately satisfactory although efficiency was negatively affected by (i) the low retention rate of top level staff for project coordination, (ii) understaffing at project sites, (iii) the low quality of infrastructures (mainly for tef and durum wheat); these issues were to some level overcome through regular training of staff on M&E, functional project steering committees and woreda steering committees, frequent field trips by central project staff which resulted in the completion of most project results.

*Country ownership*: it was most obvious at woreda level with actual integration of activities into project plans and endorsement of project results by both authorities and final beneficiaries; at central level, EBI made a lot of efforts to maintain agro-biodiversity on key ministries' agendas through their involvement into projects' activities (e.g. extension package, crop research); however, there remains strong barriers to promoting alongside farmers' varieties with improved varieties. The project managed nonetheless to engage into constructive dialogue through EBI with all concerned ministries that now have access to a comprehensive gap analysis on integrating biodiversity into their own agendas.

*Mainstreaming*: the project is well aligned with UN plans (e.g. UNDAF, UNDP's country program), contributing to both food security & poverty reduction, and sustainable natural resources management as well as improving governance at Government level and for beneficiaries through cooperatives'

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**Commented [WM7]:** I do not totally agree with this statement. The project was not constrained by low staffing at site levels. You ma be compared what is on the doc and the actual. The capacity at the PMU level was enough to cover all sites. Of course based on need additional marketing specialist was recruited for one site.

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strengthening; gender mainstreaming into the project remained a weak link : there was no evidence of a comprehensive gender analysis although all woreda’s Women Offices were involved into the project, resulting in awareness raising on gender of both officials and final beneficiaries.

*Sustainability:* social and cultural risks to sustainability are low as the project created strong ownership through the outcomes in all project sites. The adoption of new techniques, by-laws and new agricultural practices (e.g. extension package) is high in all four project sites; at farm level, technical risks are low; the main issue is the non-completion of planned infrastructures for tef and durum wheat; in particular, there is uncertainty at local level on who is going to take over some management aspects of the gene banks. The support through establishing and strengthening of cooperatives and the establishment of eight regional offices ~~were~~as the project’s exit strategy; it was a necessary step but cooperatives will likely need additional / periodic support to strengthen operating and management skills after project’s completion; future gene bank management still needs some fine-tuning with EBI regional offices likely to provide regular support although this has yet to be institutionalised. Woreda Administrations have well integrated project’s results into their agenda and are engaged into implementation as per available own funds’ levels; the economic and financial risks are moderate with promising marketing opportunities for three crops (tef, enset, coffee); still, access to credit has remained very limited for project’s cooperatives through direct support from existing Unions. The socio-political risks remain moderate: on the one hand, there is now a wide consensus on the need to mainstream agrobiodiversity conservation but these interventions are too short to effectively engage into political dialogue / lobbying for effectively mainstreaming agrobiodiversity into key ministries and other Government’s institutions.

*Impact:* the project is having a substantial economic impact for beneficiaries (from cooperatives): combining increased productivity and/or processing diversification with marketing opportunities has resulted in enhanced income for the farmers that in turn is being used for education, health and income generating activities. The impact on institutions has been achieved through awareness raising on agrobiodiversity conservation with more uptake at woreda (Administration) and community (cooperatives) levels. The project was focussing also on improving the environment under which farmers’ varieties are being cultivated; this was achieved through the adoption of by-laws and the extension packages that champion sustainable land husbandry practices. The impact on gender of the project is mitigated by the absence of a comprehensive / holistic approach to gender mainstreaming into the intervention; female membership in cooperatives has somewhat risen although it still remains low; the project was very responsive to the mid-term review criticising the absence of gender approach and designed several *ad-hoc* activities targeting specifically women.

#### Evaluation rating table

| Evaluation Ratings:            |        |   |        |
|--------------------------------|--------|---|--------|
| 1. Monitoring and Evaluation   | rating | 2. IA& EA Execution                           | rating |
| M&E design at entry            | MS     | Quality of UNDP Implementation                | HS     |
| M&E Plan Implementation        | S      | Quality of Execution - Executing Agency       | S      |
| Overall quality of M&E         | S      | Overall quality of Implementation / Execution | S      |
| 3. Assessment of Outcomes      | rating | 4. Sustainability                             | rating |
| Relevance                      | R      | Financial resources:                          | ML     |
| Effectiveness                  | MS     | Socio-political:                              | ML     |
| Efficiency                     | S      | Institutional framework and governance:       | L      |
| Overall Project Outcome Rating | S      | Environmental :                               | L      |
|                                |        | Overall likelihood of sustainability:         | ML     |

**Commented [A9]:** Tesfaye Awais: It is completed. EBI took over administration of the infrastructure and communities are operating with full use right.



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| <b>Ratings for Outcomes, Effectiveness, Efficiency, M&amp;E, I&amp;E Execution</b>  | <b>Sustainability ratings:</b>  | <b>Relevance ratings</b>   |
|---|---|--|
| 6: Highly Satisfactory (HS): no shortcomings<br>5: Satisfactory (S): minor shortcomings<br>4: Moderately Satisfactory (MS): moderate shortcomings<br>3: Moderately Unsatisfactory (MU): significant shortcomings<br>2: Unsatisfactory (U): major problems<br>1: Highly Unsatisfactory (HU): severe problems | 4. Likely (L): negligible risks to sustainability<br>3. Moderately Likely (ML): moderate risks<br>2. Moderately Unlikely (MU): significant risks<br>1. Unlikely (U): severe risks | 2. Relevant (R)<br>1. Not relevant (NR)<br><br><b>Impact Ratings:</b><br>3. Significant (S)<br>2. Minimal (M)<br>1. Negligible (N) |
| <b>Additional ratings where relevant:</b><br>Not Applicable (N/A)<br>Unable to Assess (U/A)   |   |  |

## Summary of conclusions, recommendations and lessons learned

### Conclusions:

The major *achievements and strengths* of the project are the following: (i) relevance of project idea to respond to agrobiodiversity loss in Ethiopia by tackling policies, markets and conservation (3 outcomes), (ii) proof of concept regarding the complementarity of farmers’ varieties in addition to high yielding varieties as the project evidenced substantial productivity increases of farmers varieties with improved land husbandry techniques, (iii) the need for a holistic approach in agrobiodiversity conservation that through this project involved many different sectors (agriculture, industry, environment, gender., etc.), (iv) more successful project implementation when appropriate governance structures are in place at both central and local levels, (v) successful awareness raising at local level resulting in a copy effect of project results mainly at local/regional level and (vi) increase of conserved areas and improved land degradation control through combination of different activities (e.g. more farmers’ awareness on environment and food security, enhanced value for money of farmers’ varieties cultivation).

The main shortcomings and weaknesses include: (i) the difficulty to empower at federal level key decision makers that will translate identified gaps, improved strategies and policies into effective nationally-led interventions, (ii) the difficulty to follow-up problematic activities and resolve key issues without some upstream / external project support like key ministries, and (iii) high staff rotation resulting as above in implementation issues and lack of leadership (in this case, mostly during the first 2-3 years of the project), because of a combination of financial and expertise factors.

### Recommendations and lessons:

The *correctives actions* for project design, implementation and M&E include: (i) adequate co-financing estimate by both UNDP and Government, (ii) the need for a gender strategy that is actually implemented (although not only designed), (iii) a more logical disbursement trend estimate at formulation stage with low disbursement at inception phase and regular increase during project implementation, disbursement peaking before disbursement reduction with the exit strategy, (iv) the need to integrate at formulation stage whatever actions to facilitate scaling-up of results as an exit strategy / transition towards Government take-

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over, (v) the need to consider multiple project sites for one crop to smoothen the transition from pure project implementation to low level Governmental support, (vi) the need to support service providers to facilitate the project exit strategy (e.g. cooperatives accessing service providers and less dependent from Government direct support), (vii) the need to contract high calibre project managers, hence with adequate salary scales accordingly) and (viii) to design a clearer exit strategy with specific activities (including milestones at which point project support is supposed to be terminated).

Several *actions are needed to follow-up and reinforce* project results including: (i) enhancing linkage creation between regional EBI offices and project cooperatives and woreda’s Administrations, (ii) follow-up the finalisation of infrastructures for tef and durum wheat, (iii) follow-up coffee certification and tef branding ensuring that these results are acquired by the beneficiaries, (iv) intensify farmers’ varieties extension packages through Agricultural bureaus and EBI to lobby for dialogue on widening agrobiodiversity conservation to other crops, (v) following-up farmers’ varieties cooperatives capacity building in order to increase their number of development options (credit, agro-processing, marketing linkages...) and following-up by-laws and actual biodiversity conservation in the four project sites.

Suggestions to enhance the project results in the future include (i) the establishment of a permanent inter-sectoral platform / working group on agrobiodiversity, (ii) the need to expand geographically to neighbouring woredas through measures taken at central level (ministries) and also at regional level through EBI centres facilitation, (iii) the need to decentralise EBI actions with adequate means within its regional offices, (iv) consider other priority crops for which the gene pool is in danger of extinction and (v) linking on-farm gene banks with research as a strategy to involve the federal level into conservation. Pursuing cooperatives’ development should remain a priority with measures that will increase cooperatives production volumes (e.g. ease of access to input supplies, credit, technical expertise, etc.).

The *best practices* to remember under this intervention are (i) the local governance mechanisms that enabled transparency and facilitated implementation, (ii) a simple project design (4 crops – 4 sites), (iii) the adoption of a participatory approach throughout the project implementation (not only at formulation stage), (iv) the adoption and endorsement of by-laws at woreda level, (v) the need to add value to farmers’ varieties cultivation through agro-processing, market linkages (‘value chain approach’) resulting in added income for farmers, (vi) enhancing farmers’ knowledge on the advantages and shortcomings of farmers’ varieties and the need for conservation. On the negative side, one will have to pay attention on (i) the lack of an effective gender approach that is risky when men and women roles are highly differentiated such as in the agricultural sector – especially small holders, (ii) ~~recruitment procedures that should match expertise and salary scales,~~ the lack of emphasis on federal support in addition to local implementation as the federal institutions are better able to lead actions like scaling up and national awareness raising.

**Commented [A13]:** Tesfaye Awas: Sorry! For me this paragraph is collection of words that have nothing with the project!

**Commented [A14]:** Tesfaye Awas: The government is paying high salary to Research Staff. Remove this

## List of Abbreviations

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|       |   |
|-------|---|
| APR   | Annual Project Report                         |
| BD    | Biodiversity                                  |
| CC    | Climate Change                                |
| CSO   | Civil Society Organisation                    |
| EBI   | Ethiopian Biodiversity Institute              |
| ECX   | Ethiopian Commodity Exchange                  |
| EMI   | Ethiopian Management Institute                |
| ETB   | Ethiopian Birr                                |
| FFEM  | Fonds Français pour l’Environnement Mondial   |
| FV    | Farmers Variety                               |
| GEF   | Global Environment Fund                       |
| GHG   | Green House Gases                             |
| GoE   | Government of Ethiopia                        |
| Ha    | Hectare                                       |
| HHH   | Household Head                                |
| HR    | Human Resources                               |
| HYV   | High Yielding Variety                         |
| IFPRI | International Food Policy Research Institute  |
| LFA   | Logical Framework Analysis                    |
| M&E   | Monitoring and Evaluation                     |
| MDG   | Millennium Development Goals                  |
| MoANR | Ministry of Agriculture and Natural Resources |
| MoEF  | Ministry of Environment & Forestry            |
| MoFED | Ministry of Finance & Economic Development    |
| MoTI  | Ministry of Trade & Industry                  |
| MoST  | Ministry of Science & Technology              |
| MTR   | Mid-Term Review                               |
| NGO   | Non-Governmental Organisation                 |
| PA    | Protected Areas                               |
| PCU   | Project Coordination Unit                     |
| PIR   | Project Implementation Review                 |

03/03/2016

|       |  |
|-------|--|
| PPG   | Project Preparation Grant                              |
| PSC   | Project Steering Committee                             |
| PSMU  | Pilot Site Management Unit                             |
| PSO   | Project Site Officer                                   |
| SMART | Specific, Measurable, Achievable, Relevant, Time-bound |
| PPT   | PowerPoint   |
| R1    | Result 1   |
| RT    | Review Team  |
| SCC   | Site Coordination Committee                            |
| SO1   | Specific Objective 1                                   |
| STAP  | Scientific and Technical Advisory Panel                |
| TA    | Technical Assistance                                   |
| ToR   | Terms of Reference                                     |
| ToT   | Training of Trainers                                   |
| TT    | Tracking Tool  |
| UN    | United Nations   |
| UNDP  | United Nations Development Programme                   |

## 1. Introduction

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### 1.1 Purpose of the evaluation

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The project entitled “Mainstreaming Agrobiodiversity Conservation into the Agricultural Production Systems in Ethiopia”, has been under implementation since January 2011. The United Nations Development Programme (UNDP) was the implementing agency in partnership with the Ethiopian Biodiversity Institute (EBI) and the Global Environment Fund (GEF) as the main donor.

In accordance with UNDP and GEF monitoring and evaluation (M&E) policies and procedures, all full and medium-sized UNDP supported and GEF-financed projects are required to undergo a terminal evaluation upon completion of implementation. Towards this end, UNDP has commissioned the terminal evaluation by contracting independent evaluators (international and national) and carried out in accordance with the UNDP-GEF Monitoring and Evaluation Policy and facilitated by the UNDP Country Office in Ethiopia.

The purpose of the terminal evaluation was to carry out a systematic and comprehensive evaluation of the performance of the project by assessing its design, processes of implementation, and achievements relative to project objectives. It was aimed to obtain and provide timely, precise and reliable information on how well the project was designed, implemented, progress towards project goals/objectives, how well resources are used cost-effectively, project impacts, and potential ownership for future sustainability. These information are needed by key stakeholders; Government – Ethiopian Biodiversity Institute (EBI), Ministry of Agriculture and Natural Resources (MoANR), Ministry of Trade and Industry (MoTI), etc. as well as Development and Donors – UNDP, GEF, etc. for decision-making and planning similar projects in the future.

The objectives of the terminal evaluation are to assess the achievement of project results and to draw lessons that can both improve the sustainability of benefits from this project and aid in the overall enhancement of UNDP programming. The specific objective of the terminal evaluation are:

- To assess the design, implementation and monitoring and evaluation processes;
- To assess project achievements towards project goals, objectives and outcomes planned;
- Determine whether resources (finance, human and material) were used economically and wisely;
- Assess potential impacts of the agrobiodiversity conservation project on the community and environment (technical, economical, financial, and social and environmental);
- Assess management and potentials for program ownership, sustainability and any basis to make decision on future program design;
- Provide specific and practical recommendations and document lessons that can be utilized for improving sustainability future projects to be designed

03/03/2016

## 1.2 Scope and methodology

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### 1.2.1 Scope

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Regarding scope, the evaluation focused primarily on assessing the performance of the project in light of the accomplished outcomes, objectives and effects using the evaluation criteria of relevance, effectiveness, efficiency, sustainability, and impact, as defined and explained in the UNDP Guidance for Conducting Terminal Evaluations of UNDP-supported, GEF-financed Projects.

*Relevance* assesses how the project relate to the development priorities at the local, regional and national levels for biodiversity conservation and coherent with main objectives of GEF focal areas. It also assesses whether the project addressed the needs of targeted beneficiaries at local, regional and national lever.

*Effectiveness* measures the extent to which the project achieved the expected outcomes and objectives. It assesses whether the project under evaluation has been effective in achieving expected outcomes and objectives; how risks and risk mitigation being managed, and lessons that can be drawn for other similar projects in the future. *Efficiency* is a measure of how economically resources (funds, expertise, time, etc.) are converted to results. It also examines how efficient were partnership arrangements (/linkages between institutions/ organizations) for the project.

*Impact* examines the positive and negative, primary and secondary long-term effects produced by a development intervention, directly or indirectly, intended or unintended. It examines whether the project achieved the intended changes or improvements (technical, economic, social, cultural, political, and ecological). In GEF terms, impacts/results include direct project outputs, short to medium-term outcomes, and longer term impact including global environmental benefits, replication effects and other local effects. *Sustainability* is the ability of the project interventions to continue delivering benefits for an extended period of time after completion; it examines project’s sustainability in terms of finance, institutional, social and environment.

Employing the above explained evaluation criteria, the terminal evaluation covered all activities supported by UNDP/GEF and, where appropriate, activities supported by the host institution, Ministry of Agriculture and EBI as well as activities that other collaborating partners supported as part of the co-finance to the project. In terms of timing, the evaluation covered all interventions of the project from its inception, June 2011 to planned closing date, December 2015. The evaluation has been conducted in a way it provides evidence-based information that is credible, reliable and useful.

### 1.2.2 Methodology

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As to the methodology, taking into account the above overarching objectives, background, scope in mind, the terminal evaluation was carried out following UNDP evaluation policy and Guidance for conducting a terminal evaluation of UNDP-Supported, GEF-financed projects.

Accordingly, the terminal evaluators adopted a participatory and consultative approach ensuring close engagement with government counterparts, UNDP Country Office, project team, and key stakeholders based at national and woreda levels.

03/03/2016

Overall, the evaluation tools employed during the evaluation were the following: review of key documents and literature, consultation and interview of stakeholders, and field missions to project sites. In this context, the data collection tools used included semi-structured questionnaires for key informants and interview guides for focus group discussions by beneficiaries. The tools were developed by the evaluators focusing on evaluation criteria and major outcomes planned and agreed upon with UNDP before application. The interview guides and semi-structured questionnaires are presented in [Annex 3Annex-3](#).

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In order to keep the principles of ensuring quality and integrity of the evaluation, the evaluators constantly triangulated data collect through different approaches, i.e data or information obtained from key informants at national levels have been triangulated and verified with that obtained through focus group discussions of woreda steering committee and beneficiaries members. Evaluator’s personal observation of field gene banks, completed and on-going constructions of community gene banks and market sheds complemented the quality of information collected. The evaluators used collected information for analytical purposes only and no information obtained from interviews have been communicated to any parson not officially concerned with the evaluation.

In general, the adopted methodology is detailed in [Annex 2Annex-2](#).

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#### 1.2.3 Limitations

The only limitation of this evaluation was the relatively short time given to conduct the field trip to project sites that are far apart. Given the very limited field trip duration at project sites, the evaluators were able to setup focal groups and interview of key informants (project site managers and EBI market specialist) during evening hours in order to capture stakeholders’ viewpoints.

### 1.3 Structure of the evaluation report

The present terminal evaluation report is presented in five sections. It initially presents an *executive summary* of the terminal evaluation, giving a brief background of the project and its design, a summary of its findings related to the activities, management, and important aspects such as partnership and sustainability, conclusions and recommendations for future action and programming.

It is followed by an *introduction*, which describes the context and background of the evaluation and gives a brief description of the purpose, scope and focus of the evaluation, and methodology used, and the structure of the report. The next section presents information on the project, including project description, development context, and strategy.

The *findings* section is dedicated to the results achieved towards the outcomes of the project, which is the core of the report, presented under three subheadings related to programme design, implementation, and the evaluation criteria. The final section considers the *conclusions* of the evaluation and *recommendations* for future action.

## 2. Project description and development context

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### 2.1 Project start and duration

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The concept note on the project entitled “Mainstreaming Agrobiodiversity Conservation into the Farming Systems of Ethiopia” was initially prepared by UNDP as GEF Agency in partnership with Ethiopian Government and submitted to GEF in September 2008. Fully sized project document was re-submitted by UNDP to GEF in September 2010 and endorsed by Global Environmental Facility (GEF) in October 2010.

The endorsed project document indicates that implementation starts as of January 2011. However, project reports indicate that project implementation in actual started in June 2011 with an inception workshop. The project document also shows that the project duration is five years and closes at the end of December 2015.

### 2.2 Problems that the project sought to address

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Ethiopia is recognized as an agrobiodiversity centre that shelters important gene pools of cultivated crops as well as wild crop relatives. The country harbours important gene pools of wild crop relatives (CWR) for at least 197 species of crops, including grains, pulses, oil seeds, vegetables, tubers, fruits, spices, stimulants, fibres, dyes and medicinal plants. In addition, several crops that were domesticated outside of East Africa exhibit high secondary diversification in Ethiopia, evidenced in farmer varieties (FV) of wheat, barley, and several pulses. The indigenous landraces of various crop plants species, their wild relatives, and the wild and weedy species are all highly prized for their potential value as sources of important traits for crop improvement programs. Among the most important traits that are believed to exist in these landraces are disease and pest resistance, nutritional quality, resistance to drought and other stress.

However, Ethiopia’s agro-biodiversity is highly threatened by environmental degradation, which poses a serious challenge to the development potential of the country. The key challenges are land degradation, deforestation, habitat conversion and the consequent loss of “wildlands” which harbour wild relatives, and the replacement of land races and farmer varieties (FV) with hybrid high-yielding varieties (HYV). One of the greatest risks to the rich diversity of Ethiopia’s crop wild relatives is the loss of natural habitats as a result of deforestation, change of land use and human encroachment. Information on current and historical land cover/land use change show that forest resources in Ethiopia have been subject to heavy deforestation and degradation.

In response to growing demand for food, the country’s extension service places a high emphasis on high yielding varieties even in areas where FV are better suited. Higher market value crops are preferentially cultivated by farmers, leading to the displacement of FV by HYV, often in mono-cropping set ups detrimental to biodiversity. The loss of FVs is unfortunately accompanied by loss of the indigenous technical knowledge nurtured by generations of Ethiopian farmers.

These threats are compounded by combined effect of general environmental degradation, frequent droughts and food shortages that are forcing farmers to eat their seed, leading to further loss of FV in



03/03/2016

many localities. In addition, barriers such as policy and institutional failures and market inadequacies were being threatened conservation of wild crop relatives and farmers varieties.

In view of these unprecedented problems affecting agro-biodiversity in the country, the project was designed to conserve wild crop relatives and landraces in a dynamic, participatory way, involving farmers who manage the bulk of the country's indigenous crop genetic resources, and in fact practice in situ conservation as a part of their traditional management strategies. The project also addresses local circumstances, meshing interventions to improve governance over farming systems with market-based approaches, ensuring that biodiversity management needs are factored into each. In general, Mainstreaming Agro-biodiversity into the Agricultural Production System of Ethiopia is designed to address local circumstances, interlocking interventions to improve governance over farming systems with market-based approaches, ensuring that biodiversity management needs are factored in.

### 2.3 Immediate and development objectives of the project

The overall goal of the project is “improved in situ conservation of agrobiodiversity resources (including crop wild relatives) secures biodiversity values, ensures food security and sustains human wellbeing”. To achieve this, the conservation values of Ethiopia’s rich agro-biodiversity endowment have to be considered in the agricultural sector planning and development, so that farm productivity and food security are improved while simultaneously securing the survival of important agrobiodiversity. The Objective of the project is, therefore: “to provide farming communities with incentives (policies, capacity, knowledge and markets) to mainstream conservation of agrobiodiversity resources, including CWR, into their farming systems. This was planned to be achieved through the main outcomes: (1) enabling policy and institutional framework supporting in situ conservation of agro-biodiversity and crop wild relatives, (2) markets provide incentives for farmer uptake of agrobiodiversity friendly practices and (3) Crop Wild Relatives and farmer varieties are conserved in *in situ* gene banks and on-farm conservation sites.

The focus of the project was conservation of four crops and their wild relatives in four project sites (see map in [Annex 10](#)). These are Arabica Coffee in Yayu Forest (Illubabor zone in Oromia), Tef in Minjar Shenkora (North Shewa zone in Amhara), Enset in Angacha (Southern Nations, Nationalities, and Peoples' Region), and durum wheat in Gimbichu Woreda (East Shewa zone in Oromia), that have a vast potential of driving both sustainable and economic development in Ethiopia. It is understood, also, that whereas the noticeable objective of the project is to improve conservation of agrobiodiversity resources (including crop wild relatives) it aims, at the same time, to ensure food security and sustain human well-being.

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### 2.4 Baseline indicators established

The logic behind the project was that a no-project scenario would result in continued agro-biodiversity loss through the substitution of FV by HYV and natural resources degradation like deforestation resulting in land use changes mainly for agricultural and grazing expansion.

GEF’s Scientific and Technical Advisory Panel (STAP) suggested the establishment of control groups as a strategy to design the project baseline; however, the project design adopted the International Food

03/03/2016

Policy Research Institute (IFPRI) approach for underutilised crop commercialisation: demand expansion, improved production efficiency and supply control mechanisms. These constituted together with the policy aspects, the backbone of the project:

The Project Preparation Grant (PPG) activities included the analysis of (i) the policy and legal framework for mainstreaming agro-biodiversity, (ii) market assessment through surveys, certification mechanisms reviews, (iii) underused crop in terms of habitat & distribution, development context.

The analysis resulted in the designing of the project baseline based on the following shortcomings:

- Centralised and decentralised Government of Ethiopia (GoE) institutions does not have a clear mandate on their responsibilities in biodiversity conservation, including the Ethiopian Biodiversity Institute.
- There is no extension package tailored for FV and the extension system does not provide advice for FV.
- While certification schemes do exist for coffee in Ethiopia, most forest coffee is not certified and such schemes are not used at all for other crops.
- Sector stakeholders have little knowledge in combining economic growth and conservation of agrobiodiversity.
- The setting-up of gene banks needs to be combined with adequate extension and advice to farmers in order to conserve wild relatives and must be fed by farmers’ crop cultivation.

STAP insisted on scaling up the project’s results; this was taken into account at project formulation with outcome 1 (governance) and the prospects of project’s ownership and local scaling-up with specific funds for dissemination & divulgation of results and exchanges of experience.

This aspect of the project is, however, little reflected in the baseline indicators; in particular, too little emphasis was put on project’s results appropriation by the GoE, especially at federal level; empowering the GoE would have been a key milestone for (i) adopting agro-biodiversity principles at national level and enhancing its capacity to increase outreach to other regions for the four considered crops, (ii) for allocating more resources to analyse the added value of other FV and (iii) for raising the number of underused FV crops that would require protection.

## 2.5 Main stakeholders

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According to the project implementation arrangement, the main stakeholders of the project were: UNDP, EBI (Ethiopian Government), Woreda Governments in the four sites, and Farmers Cooperatives or Associations. UNDP as the GEF implementing agency is responsible for the provision of resources as well as technical expertise to the project, drawing on its knowledge networks and pool of experts, and through external sourcing. It also supports project assurance, ensuring that the project is implemented in accordance with the rules and procedures for managing UNDP projects.

The EBI (Ethiopian Biodiversity Institute), on behalf of former Ministry of Agriculture (now Ministry of Environment, Forestry, and Climate Change), have overall responsibility for the project, and involves other relevant institutions such as Ministries of Agriculture and Trade, The Ethiopia Forest Coffee Forum and regional governments in the implementation of the project.

03/03/2016

Coordination among various Government agencies, Woredas and Federal levels and relevant stakeholders was designed to be achieved through Project Coordination Unit (PCU) located in EBI that consist a National Project Coordinator (NPC), Market Specialist, Policy Specialist and support staff (financial officer, Project assistant/secretary and a project driver/messenger). The Project coordinator acts as head of the PCU and reports to the Director-General of the EBI. The coordinator also maintains liaison with UNDP and be responsible for national level outcomes as well as support for the site level project activities.

## 2.6 Expected results

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The project is expected to achieve three outcomes or results that overcome the threats and barriers identified:

**Outcome 1:** *Enabling policy and institutional framework supporting in situ conservation of agro-biodiversity and wild crop relatives:* Studies identified gaps in policies and institutional mandates, which are compromising the sustainable use of agrobiodiversity. The project planned to provide funding to formulate recommendations in a participatory process and to lobby for the adoption of those recommendations. It also facilitates the formulation of a comprehensive agrobiodiversity strategy and plan that integrates into the development strategies and plans in other sectors. In addition, the project is expected to create awareness and also increase the capacity of the institutions responsible for management and conservation of agrobiodiversity to provide farmers and land users skills and knowledge to increase food production while conserving FV and landraces.

**Outcome 2:** *Markets provide incentives for farmer uptake of agro-biodiversity friendly practices, particularly for wild coffee, enset, tef and durum wheat:* The project was planned to support the use of marketing to achieve a twofold objective: economic growth and conservation of the farmer variety and landraces. This strategy is concerned with efficiency gains and equity considerations for the distribution of revenues / income / across actors and time. This approach was considered suitable for mainstreaming agrobiodiversity because it avoids the potential pitfall where a simple strategy of increase demand and go for it could easily create major problems for the sustainability of the crops themselves and for the rural farmers when entering highly competitive international markets.

**Outcome 3:** *Crop Wild Relatives and farmer varieties of wild coffee, durum wheat, enset and tef are conserved in in situ gene banks and on-farm conservation sites:* The project intends to increase food production while maintaining a high level of genetic interaction between cultivated crops and their wild relatives. This will be done primarily by ensuring that farming systems integrate CWR areas into overall landscape plans. In situ gene banks and selected on farm sites with an exceptionally high diversity of farmer varieties will, therefore, be set aside to ensure the integrated conservation of the diversity and gene pools of Arabica coffee, enset, tef, durum wheat. An institutional framework set up was designed for the effective management of the *in situ* conservation sites and the on farm maintenance of farmer varieties. The key stakeholder institutions would also be provided with the operational efficiencies required for planning and managing these *in situ* gene banks and on-farm conservation sites in order to enhance Ethiopia's food security and economic growth.

Final report Terminal Evaluation “Mainstreaming Agrobiodiversity into Agricultural Production Systems  
Ethiopia project

03/03/2016

## 3. Findings

### 3.1 Project design / Formulation

#### 3.1.1 Analysis of logical framework / Results Framework

The project design addresses a series of shortcomings already identified under the National Biodiversity Policy and turned into “specific objectives” but with a specific emphasis on agro-biodiversity; these include:

- Sustainable management systems for natural resources at pilot sites using Community-Based Organisations / Non-Governmental Organisations (NGOs) and private sector (in & out protected areas) (Specific Objective 3 [SO3] & SO4)
- Adopted policies and plans promoting the conservation and sustainable use of biodiversity and their integration into sectoral plans and programmes (SO5)
- Enforcement of biodiversity-related laws (SO7)
- System of incentives created at the national, regional and local levels to encourage the conservation and sustainable use of biodiversity (SO11)
- Human and infrastructure capacity in Biodiversity conservation and management strengthened (SO14)
- Public awareness creation (SO17)

These were translated efficiently into the project log frame and therefore tailored specifically for agrobiodiversity conservation.

The logical framework analysis (LFA) shows that the project indicators are mostly SMART<sup>1</sup> but some are definitely not mainly because of an inadequacy of allocated financial resources and limited timeframe of the project; hence, several indicators are not achievable within the project time-frame or not time-bound. This is mostly the case for some results linked to mainstreaming biodiversity (BD) in policies / legislation and some activities of expansion that are clearly too ambitious and that should be rolled out at the national level under GoE’s responsibility. Finally, measuring the level of organisation of an entity, its operationalisation is always difficult to establish and often not within the time-frame of development projects. A detailed analysis is under [Table 1](#).

| Description  | Description of Indicator  | Target Level at end of project  | Specific | Measurable | Achievable | Relevant | Time-bound |
|--|---|---|----------|------------|------------|----------|------------|
| To provide farming communities with incentives (policies, capacity, markets and knowledge) to mainstream conservation of | 500ha established by end of the project   | At least 300ha of on farm/in situ conservation sites established by project mid-term and 500ha established by end of the project  | Y        | Y          | Y          | Y        | Y          |
|  | 3 agro-biodiversity policies revised to mainstream agro-biodiversity conservation and institutional arrangement for their implementation strengthened | At least five policies evaluated for their effectiveness in agro-biodiversity conservation and recommendations for gap filling made by the end of the project; Institutional mandates for agroBD conservation clarified at all levels and Woreda and Kebele governments in 4 pilot sites have capacity for mainstreaming agroBD | Y        | Y          | Y          | Y        | Y          |

<sup>1</sup> Specific, Measurable, Achievable, Relevant, Time-bound

Final report Terminal Evaluation “Mainstreaming Agrobiodiversity into Agricultural Production Systems  
Ethiopia project

03/03/2016

|  |  |  |   |   |                |   |   |  |  |
|--|--|--|---|---|----------------|---|---|--|--|
| agrobiodiversity, including crop wild relatives into the farming systems of Ethiopia                               |  | conservation and governance to enforce policy and legislation provisions (on AgroBD conservation).   |   |   |                |   |   |  |  |
|  | Markets for agro-BD friendly products increased by at least 50% (through expansion of value chains and national and international markets for agrobiodiversity)                                  | At least three value chains with clear national and international markets established by mid-project and five value chains established by end of project   | Y | Y | N              | Y | Y |  |  |
|  | Reduced or avoided deforestation and forest degradation and improved forest restoration through Payment of Ecosystem Services as conservation incentives   | At least one PES project (on carbon sequestration with a target of 27.4 M tCO <sub>2</sub> e ER) initiated through REDD by project mid-term and an integrated forest management/governance structure to ensure continued provision of ecosystem services in place by end of project  | Y | Y | Y              | Y | N |  |  |
| Enabling policy and institutional framework for in situ conservation of agro-biodiversity                          | Ministries of agriculture, forestry, trade and industry with policies catering agrobiodiversity conservation   | At least 3 Agro-biodiversity principles mainstreamed into local and national agricultural, trade and industry policies and programs  | Y | Y | N              | Y | N |  |  |
|  | Local institutions have farmer variety bylaws and regulations in 4 pilot areas   | At least 3 local government authorities assisted to develop capacity and accountability to enforce policies, sectoral guidelines and spatial plans in support of agro-biodiversity increased in 5 pilot areas by end of project  | Y | Y | Y              | Y | Y |  |  |
|  | Local institutions have farmer variety bylaws and regulations in 4 pilot areas   | At least 4 FV Policies applied in 4 pilot areas & adopted in 12 woredas / 36 kebeles supporting implementation   | Y | Y | Y              | Y | Y |  |  |
|  | National extension programme promotes farmer varieties and land races  | At least 40% of the farmers in the 4 pilot areas provided with skills and knowledge to increase farm productivity (and food security) by 30% using agrobiodiversity friendly practices   | Y | Y | N <sup>2</sup> | Y | Y |  |  |
|  | Local institutions have farmer variety bylaws and regulations in 4 pilot areas   | At least 60% of the Civil Society Organisations (CSOs) in pilot areas have skills to actively support communities to integrate at least 4 FV into farming systems, and link such production to private sector markets  | Y | Y | Y              | Y | Y |  |  |
|  | Local institutions have farmer variety bylaws and regulations in 4 pilot areas   | At least 2 extension packages per target crop developed by mid-term and used to promote and integrate farmer varieties into the national extension service package and delivery system by end of project   | Y | Y | Y              | N | Y |  |  |
|  | An effective M&E for assessing conservation status of agrobiodiversity at community level  | Agriculture programs in the 4 project sites adopt a participatory M&E system for assessing the conservation status of FV and CWR by mid-term and the contribution of CWR and FV to local food security assessed by end of project  | Y | Y | Y              | Y | Y |  |  |
|  | A strengthened national institutional framework for agro-biodiversity  | A well-articulated national institutional framework for agrobiodiversity conservation agreed upon by mid-term and implemented by end of project  | Y | N | Y              | Y | N |  |  |
| Markets for agro-biodiversity friendly products promote farmer uptake of agrobiodiversity conservation imperatives | International and national demand for five agro-BD friendly products increased   | At least 4 marketing programs identified, differentiated and certified for products from 4 pilot areas (e.g. shade, wild and low caffeine coffee, durum wheat, enset, tef, noug) by mid-term and non-certified agro-BD products grown in shade coffee farms and coffee forests developed and implemented through a supply chain approach by end of project | Y | Y | N              | Y | Y |  |  |
|  | Production, processing and marketing of agrobiodiversity friendly products improved in 4 pilot areas through the formation of cooperatives with strong organizational and operational capacities | At least 50% of local level producer societies for specific crops (such as shade and low caffeine coffee, durum wheat, tef, enset) in 4 sites promoted as a mechanism of incentives for adoption by linking farmers to markets and credit  | Y | Y | Y              | Y | Y |  |  |
|  | Awareness of the importance of Agro-biodiversity-friendly products in promoting conservation and communities' welfare in Ethiopia raised at local, national and international level              | At least 10 international marketing campaigns (trade fairs, online) to establish Ethiopia as an international source of agro-BD friendly products held by mid-term and production of agro-biodiversity products to satisfy the markets increased by 50% by end of project  | Y | Y | Y              | Y | Y |  |  |
|  | Business and financial capacity in place to produce agro-BD friendly products and services in 5 pilot sites  | At least 60% of micro and SM enterprises engaged in Agro-BD friendly businesses and services assisted to access credit through partnerships and capacity building of financial institutions by end of project  | Y | Y | N              | Y | Y |  |  |

<sup>2</sup> 'Y' in project sites; 'N' at national level

03/03/2016

|   |   |  |   |   |   |   |   |
|---|---|--|---|---|---|---|---|
|   | Increased and stable income from certified and non-certified products grown in agro-BD friendly areas (shade coffee farms and coffee forest) in 4 pilot sites | At least 2 different international crop certification systems established for shade coffee from coffee forest established by mid-term project and production increased by 50% while allowing 60% of the coffee farmer's on the site to sell products at a premium by end of project                  | Y | Y | Y | Y | Y |
|   | Verification and monitoring compliance of certification   | At least one protocol to verify and monitor compliance of certification developed by mid-project and used effectively by end of project  | Y | Y | Y | Y | Y |
| Crop Wild Relatives are conserved in <i>in situ</i> gene banks (set side areas) that continue to provide “breeding ground for agrobiodiversity” | 500,000ha established by end of the project   | The acreage of <i>in situ</i> / on farm gene banks in 4 sites increased by 250,000 ha by mid-term and increased to 500,000 ha by end of project to ensure conservation of 4 crops and their wild relatives   | Y | Y | N | Y | Y |
|   | Institutional and operational capacities to manage the 4 <i>in situ</i> gene banks in place   | Capacities for sustainable management of the 4 conservation sites developed by mid-project and areas certified as sources of landraces and wild crop relatives by end of project   | Y | Y | Y | Y | Y |
|   | Operational management arrangements   | In situ gene banks management arrangements in 4 conservation sites agreed by mid-term and operational by end of project  | Y | N | Y | Y | Y |
|   | Effectiveness of institutions in management of in situ gene banks   | At least 4 capacity building programs are developed and implemented by mid-term to ensure 50% of the institutions charged with responsibility for managing the <i>in situ</i> gene banks in 4 sites are effective by the end of the project.   | Y | N | Y | Y | N |
|   | Reduced or avoided deforestation & forest degradation, and improved forest restoration  | At least one Project Design Document (PDD) carbon sequestration target of 27.4 M tCO <sub>2</sub> e ER as a result of better management and protection of the coffee forest completed and placed on the voluntary carbon market by mid-term and initial financial benefits accrued by end of project | Y | Y | N | Y | Y |

Table 1: SMART analysis of the logical framework

### 3.1.2 Assumptions and risks

The log frame contains several assumptions and risks. With regard to those given, the following observations are made:

The project considered an implementation in protected areas (PAs) as a strategy to conserve wild (and local) varieties and the setting-up of a trust fund; these 2 options were dropped as unrealistic given the level of funding of the intervention. Therefore by focusing exclusively on local communities to engage and protect local varieties, the project needed to ensure results’ sustainability through marketing. This was a serious risk at project formulation stage as there was little knowledge whether there was a viable economic model for all 4 crops (for local varieties); eventually, it proved to be the case for at least enset, tef and forest coffee while local durum wheat is struggling to find commercial outlets. Looking back, this analysis should have been a precondition for project formulation.

- “Failure of the private sector to engage”: see above; the private sector is willing to engage for any commodities if there is a market or it; this proved to be the case for three crops and after a lot of efforts eventually for durum wheat.
- “Market failure”: while this can be considered a high risk as there are few examples of combining conservation & commercialisation of little cultivated local crops, the project reduced this risk substantially with certification (forest coffee), branding (tef) and diversification (enset). Overall, the risk were actually low for tef as local varieties are widely recognized as tastier than improved varieties.
- “GoE-biased attention towards improved varieties”: the level of interactions between biodiversity-conscious stakeholders and more traditional stakeholders focusing on intensified agriculture models including within the MOA itself showed that there is still little consensus

03/03/2016

within the MoA on the actual added value of local varieties and the level of attention that GoE should put on these in view of national challenges like food security. The project did, however, create awareness and ensured that there is now a debate on the subject thanks to EBI efforts. It did not (could not?) go further with a clear-cut answer that would have required additional financial resources (mainly in terms of agricultural research).

- "Failure to maintain the current high levels of willingness to cooperate": this risk was mostly evidenced at the national level. However, it did not impact the implementation of the project *per-se* because the activities' delivery was at woreda level; interviews actually showed a high level of cooperation between sectors at woreda level.
- "Climate change and droughts": this risk is actually not relevant, as local varieties are overall more resistant to effects associated with climate change (disease, drought, flooding...).

### **3.1.3 Lessons learned from other projects incorporated into project design**

The project is building up upon several previous initiatives (e.g. 1994/2002 GEF agro-biodiversity project<sup>3</sup>, GTZ long experience on coffee certification, 'Fond Français pour l'Environnement'<sup>4</sup> (FFEM) projects, Under-Utilised Crop Project financed by the Netherlands) in terms of both design & relevance of areas to integrate into the project.

These included: (i) the importance of *in situ* community gene banks and their relative ease of implementation as a strategy to conserve agro-biodiversity (→ outcome 3), (ii) the need to link up national levels with local level (woredas) (→ outcome 1), (iii) the development of market linkages to boost commercialisation (→ outcome 2), (iv) adding value achieved in the project through market certification, branding and diversification (→ outputs 2.2 and 2.3), (v) the need for a replication / scaling-up mechanism - Source: see <sup>5</sup>; (vi) need for a labelling system (→ outputs 2.2 and 2.3), (vii) review of production systems for local varieties (→ outcome 1) - Source: see <sup>6</sup>; (viii) PES integration in the project (→ outcome 3) - source: REDD.

The 1994-2002 GEF project emphasized the need for a comprehensive gender approach to ensure women participation as they are considered key elements for farmer-based conservation; this project formulation somewhat failed to capture that element and gender remained a cross-sectoral topic in the PRODOC.

### **3.1.4 Planned stakeholders' participation**

The planned stakeholders are indicated in [Table 2](#). The actual core stakeholders of the project in addition to the final beneficiaries (farmers & cooperatives) are EBI, MoA, MoT&I, MoE&F, the woreda administration & its relevant sector offices (Bureau of Agriculture, Finance & Economic Development

<sup>3</sup> « A Dynamic Farmer-Based Approach to the Conservation of African Plant Genetic Resources »

<sup>4</sup> « Home Gardens of Ethiopia »

<sup>5</sup> Sources : GEF - « A Dynamic Farmer-Based Approach to the Conservation of African Plant Genetic Resources » final evaluation report

<sup>6</sup> Source : FFEM - « Jardins Ethiopiens – Valorisation des Pratiques et des Productions et Conservation *in situ* de la Biodiversité »



03/03/2016

Office, Water & Energy Office, Women, Children & Youth Office, Land Use & Environmental Office, Cooperative Office) in the four project sites, some universities and UNDP.

Overall, there has been a strong involvement of all sectors at woreda level through the establishment of steering committees that were provided clear information on the project implementation and the roles / involvement of each sector by the project site officers. The Woreda Councils had a determinant (and unique) role for some activities that required their approval (e.g. by-laws for community-led biodiversity conservation).

At the national level, the project has been supported by the EBI as the main institution for project implementation & coordination (through a Project Coordination Unit [PCU] at both national & woreda levels) with other stakeholders. The MoA has participated in the delivery of some specific activities (e.g. local varieties conservation by Research, local variety-tailored extension packages by Extension). However, there was little active involvement beyond the project activities that could have led to further reinforcing of project activities (e.g. research on local varieties [enset]) which may evidence the dilemma within MoA on the stance to take on local varieties promotion.

Other more peripheral institutions provided critical support as per planned activities such as the Ministry of Science and Technology (MoST) (tef branding through the Ethiopian Standards Authority), the Ministry of Finance and Economic Cooperation (MoFEC) (approval & control of project activities both at national and woreda levels as it is under UNDP NEX procedures), the Ethiopian Commodity Exchange (ECX) (successfully facilitating market linkages for coffee, enset and tef).

Overall, the final beneficiaries were very receptive to the project with the creation of local variety specific cooperatives and the strengthening of existing ones that somewhat empowered themselves with plans to raise their profile, diversify or expand.

| Key institutions   | Output 1.1 | Output 1.2 | Output 1.3 | Output 1.4 | Output 2.1 | Output 2.2 | Output 2.3 | Output 3.1 | Output 3.2 | Output 3.3 |
|--|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| Ethiopian Institute of Biodiversity                                  | ✓          | ✓          | ✓          | ✓          |            |            |            | ✓          | ✓          | ✓          |
| Ministry of Agriculture  | ✓          | ✓          | ✓          | ✓          | ✓          | ✓          | ✓          | ✓          | ✓          | ✓          |
| Environmental Protection Agency / Ministry of Environment & Forestry | ✓          |            | ✓          | ✓          | ✓          |            |            |            |            | ✓          |
| Ministry of Science & Technology (Standards Office)                  | ✓          |            |            |            | ✓          | ✓          |            |            |            |            |
| Regional / Woreda Agriculture Bureaus                                | ✓          | ✓          |            | ✓          | ✓          | ✓          | ✓          | ✓          | ✓          |            |
| Ethiopian Institute of Agricultural Research                         | ✓          |            | ✓          |            |            |            |            |            |            |            |
| Other research Centres   |            |            |            |            |            |            |            | ✗          | ✗          |            |
| NGO/CSOs   |            | ✓          | ✓          |            | ✓          | ✓          | ✓          | ✓          |            |            |
| Universities   |            | ✓          | ✓          |            |            |            |            | ✓          | ✓          |            |
| Regions  |            |            | ✓          |            |            |            |            | ✓          |            |            |
| Farmers' groups / associations                                       |            |            | ✓          |            |            |            |            | ✓          | ✓          |            |
| Private sector   |            |            |            |            | ✓          | ✓          |            |            |            |            |
| Media  |            |            | ✓          |            |            | ✓          |            |            |            |            |
| Ethiopian Commodity Exchange   |            |            |            |            |            | ✓          | ✓          |            |            |            |
| National Meteorological Agency                                       |            |            | ✗          |            |            |            |            |            |            |            |
| UNDP   |            |            |            | ✓          | ✓          |            |            |            |            |            |
| Ministry of Finance & Economic Development                           |            |            |            | ✓          | ✓          |            |            |            |            |            |
| Ministry of Trade & Industry   |            |            |            |            | ✓          | ✓          | ✓          |            |            |            |
| Cooperatives   |            |            |            |            | ✓          | ✓          | ✓          | ✓          |            |            |

03/03/2016

|   |  |  |  |  |  |  |  |  |  |  |   |
|---|--|--|--|--|--|--|--|--|--|--|---|
| Oromiya & Forestry Wildlife Entreprises           |  |  |  |  |  |  |  |  |  |  | × |
| Ministry of Water Resources                       |  |  |  |  |  |  |  |  |  |  | × |
| Ethiopian Electric Power Corporation              |  |  |  |  |  |  |  |  |  |  | × |
| Ministry of Mining & Energy                       |  |  |  |  |  |  |  |  |  |  | × |
| ✓: participation; ×: no evidence of participation |  |  |  |  |  |  |  |  |  |  |   |

Table 2: Planned stakeholders participation

### 3.1.5 Replication approach

The PRODOC accounted for the design of a comprehensive replication strategy for all three project components through the establishment of a robust M&E system able to capture lessons learned and success stories. A study on best practices was drafted with a ranking of activities most suitable for replication including cost-effectiveness. However useful this might be, it did not measure the initial financial / human resources constraints to overcome for rolling-out these best practices.

While the replication effect can be carried out in a top-bottom fashion through national level appropriation of project benefits, the review of the project showed that the strategy is more functional on a horizontal basis through either a copy-paste effect to neighbouring areas, farmers’ groups and cooperatives (thanks to exchanges trips) or with direct support of the project to selected neighbouring woredas. This approach requires least GoE involvement and is, therefore, more cost/time effective.

It has the advantage of being straightforward in evidencing the potential added value of project’s results to other beneficiaries and, therefore, stands a better chance for sustainability. However, the replication effect will be very limited if these linkages remain on an *ad-hoc* basis without overall supervision / support from the institutions at national level.

The replication effect can be seen in the adoption of by-laws in neighbouring kebeles and exposure of project’s results in neighbouring woredas with project’s financial support (e.g. Adama woreda for tef). Some undocumented effect might also have taken place through exchange visits between farmers (e.g. enset).

To further strengthen this replication effect, the project design included significant financial resources for dissemination and awareness raising activities both at woreda and national levels.

### 3.1.6 UNDP comparative advantage

UNDP is committed to building up the capacity of the country through mainstreaming environmental considerations in the development processes at both national (capacity building, policy support) and community levels (capacity building and innovation).

The UNDP comparative advantage on this project design was based on its extensive experience of GEF projects in Ethiopia; UNDP supported over four GEF projects on climate change, two on international waters, one multifocal and five projects on biodiversity including two regional ones, for an overall grant value of 48.7M\$

These include for biodiversity conservation:

- A Dynamic Farmer-Based Approach to the Conservation of African Plant Genetic Resources

03/03/2016

- National Biodiversity Strategy, Action Plan, Participation in Clearing House Mechanism for CBD, and Country Report to the COP
- Sustainable Development of the Protected Area System
- African NGO-Government Partnership for Sustainable Biodiversity Action
- Mainstreaming Conservation of Migratory Soaring Birds into Key Productive Sectors along the Rift Valley/Red Sea Flyway

In that context, UNDP has created a strong relationship with national stakeholders involved in biodiversity conservation and in particular in this project. It is in a favourable position to provide relevant technical expertise to the Government and facilitate the design of project proposals and their approval by GEF.

### 3.1.7 Linkages between project and interventions within the sector

The project was designed to implement several key priorities of the National Biodiversity Policy. It was partially formulated on some recommendations of the previous GEF-funded project on farmers’ led plant genetic resources conservation.

UNDP under its Climate Resilience Green Growth Unit is focusing on (i) overall environmental protection, (ii) biodiversity conservation, (iii) forest and (iv) wildlife management; it is preserving farming biodiversity, wildlife and ecosystems through a holistic approach at landscape level with key interventions such as this project on agrobiodiversity conservation under GEF, a forest management project funded by Norway, a project on Legal Enforcement of Wildlife Policy under GEF, and the “mainstreaming Incentive for Biodiversity Conservation” funded by GEF~~the Lowland Ecosystem Management project funded as well by GEF.~~

The rationale in this setup of interventions is to increase the resilience of both communities and ecosystems through conservation measures (landscape approach) and income generation activities to ensure the long-term sustainability of the latter.

Finally, this approach to increase community & ecosystem resilience in order to maintain biodiversity is contributing to achieving the priorities of the Ethiopian Climate Resilient Green Economy Strategy (Green House Gases [GHG] reduction and enhancing economic growth) which is also supported by UNDP under another intervention.

### 3.1.8 Management arrangements

The 5-year project has been implemented under UNDP’s NEX modality.

The management arrangements are illustrated in this organisational chart shown in Figure 1. There was no significant change in the project structure over time.

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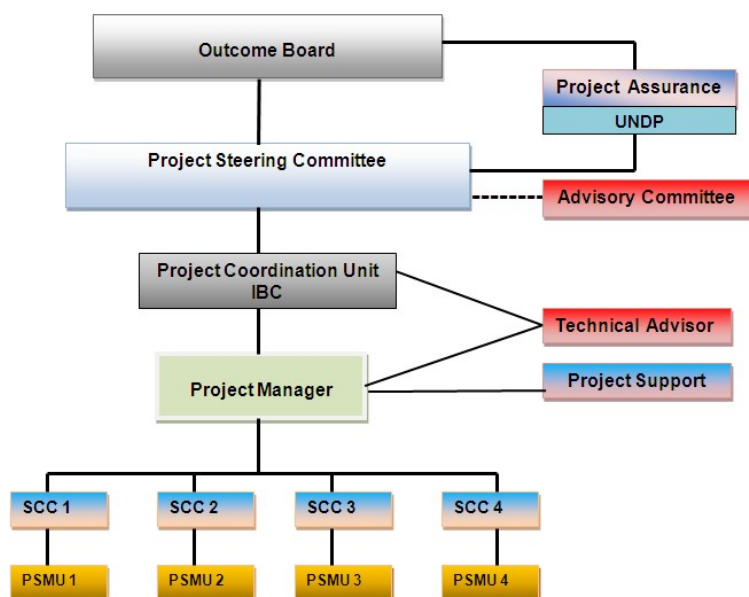


Figure 1: Project organisational structure

The overall responsibility of the project laid with EBI and the establishment of a Project Coordination Unit at the federal level through internal staff reallocation within the institute and local external recruitment to staff the Project Site Management Unit.

Looking back, these arrangements proved to be effective but not after some fine-tuning in relation to the Project Manager function (high staff rotation) and despite understaffing of the Pilot Site Management Unit (PSMU) (2-3 staff instead of 5) due to initial PRODOC budget constraints.

Steering committees were established both at federal (Project Steering Committee - PSC) and woreda (Site Coordination Committee - SCC) levels with a view to overseeing the implementation, review planning & budget allocation, provide guidance and link sectors for combined / enhanced delivery of activities and facilitate.

Interviews showed that woreda administration was highly satisfied with the organisational setup, in particular, the decentralisation of steering committees at their level combined with project management units at each site. The combination provided transparency for the authorities in terms of implementation facilitated issue resolution between sectors and enabled constructive dialogue between SCC members and the PSMU. The fact that the project was implemented in a very open way especially at woreda level enabled constructive/positive feedback from all stakeholders through SCCs.

**Commented [u16]:** The staffing was on need base not mandatory

## 3.2 Project implementation

### 3.2.1 Adaptive management

The overall project objective and outcomes remained unchanged throughout the project duration.

03/03/2016

The project had to adapt to a number of new developments / difficulties affecting its management capability:

- The initial procurement plan did not include means of transport and subsequently, many requests were made to purchase project cars (4+1). Eventually, MoFED did authorise the purchase of 2 and used EBI cars were to be refurbished and motorcycles purchased for each project site; eventually, project site managers used mainly motorbikes and this somewhat decreased their ability to monitor the project and engage with stakeholders as they had to rely on woreda means of transport most often.
- A constant change of project managers (low staff retention) at EBI resulted for in the first 2-3 years in a lack of progress on project sites; this was most acute for outcome 3 that lagged behind for implementation. However, EBI as an organisation maintained a strong oversight of the project and through numerous meetings with the site managers and the woreda Administrations created the conditions for a closer collaboration with the Administration and subsequently improved project ownership at local institutional level.
- The initial PRODOC had planned for reproducing the EBI project staff structure at the local level, meaning a project site manager, assistant, marketing specialist and policy specialist. Soon after project start-up and because of insufficient budget to cover those staff, recruitment was somewhat delayed and then cancelled. Project site managers were overwhelmed with both administrative, financial and technical activities covering all three outcomes.

Overall, the project was constrained by a low staff retention that affected its performance; this issue was systemic with > 4 project manager's changes, the resignation of one site manager, central policy and marketing specialists... and evidences the lack of motivation (low pay/workload ratio). The situation was somewhat better at project sites as contracted site managers were more closely linked to the woredas thanks to a recruitment conditions enhancing terrain knowledge and proximity.

### 3.2.2 Partnership arrangement

The project was run under the NEX modality as for most other UNDP interventions in Ethiopia.

The partnership arrangements were made for both UNDP as the GEF agency, EBI as the main implementing organisation and MoFED for overall financial and administrative control.

EBI through both its central PCU and site units implemented the project through a contract awards with either:

- Service providers: for training of farmers (including by woreda administration staff)
- Consultants: policies' analysis, reports on marketing...
- Contractors: for infrastructures (e.g. market sheds, cooperatives / gene banks' buildings)
- Collaborating GoE institutions: Ministry of Agriculture and Natural Resources (MoANR) extension service, Agricultural Research...

National procurement procedures were used; these proved to be most problematic for infrastructures with abnormal slow deliveries.

**Commented [u17]:** This is only part of the history. EBI did play significant role in strengthening working relationships between site officers and local administration by organizing many meetings in which both did participate.  
Amended

**Commented [WM18]:**

**Commented [A19]:** Tesfaye Awas ????? NEX modality ---EBI was paying better

**Commented [A20]:** Tesfaye Awas: Government Policy????

03/03/2016

### 3.2.3 Feedback from M&E used for adaptive management

The project steering committees were the main decision mechanisms used for adaptive management. Two types were used:

- (i) Woreda project steering committees: for local resource allocation as per agreed annual work plans and reviewing local achievements; these committees were considered essential in terms of transparency and for enabling collaboration between local administration offices.  
Four steering committees were held on a yearly basis
- (ii) National Project Steering Committees: for reviewing past implementation, agreeing on reporting and issue resolution presented by the PCU & project manager.  
Two steering committees were held on a yearly basis

The analysis of (national PSC) minutes shows that these meetings were actually useful for both M&E and decision taking with clear responsibilities as to who is responsible for following-up decisions.

In terms of participation, one might regret the (near) systematic absence of several key steering committee members such as MoA, universities and MoFED; the absence of MoA in decision taking processes should be at least put in parallel with the lack of following-up at ministry level of project results, in particular in relation to extension packages validation and scaling up the initiative to other critical local variety crops. The presence of MoFED could have contributed to speeding up the procurement activities and possibly resolving some outstanding issues related to contractor's quality in deliveries for infrastructures. The MoA was nonetheless regularly informed on project's progress through weekly reporting-.

**Commented [A21]:** Tesfaye Awais: EBI used to be accountable to MoA. There was a report to MoA management every week????

The MTR highlighted several key shortcomings of the project such as:

- the lack of a comprehensive gender approach: this was partially addressed with some specific activities targeting women but it was not possible to effectively redraft an approach for an on-going intervention
- the need for clear management arrangements for gene banks and field gene banks: while cooperatives' responsibility is clear and well understood by its members in terms of production and commercialisation of FV products, the situation is a bit different for managing the gene banks: ownership (inclusive of managing the gene banks) seems to be strong for coffee (use of FV for seedlings and commercialisation) and enset (gene bank maintenance by cooperative members) and somewhat weak for tef and durum wheat mainly because the physical space for the gene banks (seeds) was not delivered by project's end.
- the completion of extension packages: these were finalised, delivered and adopted at local level and are being considered in neighbouring woredas by local administrations.
- the integration of agro-biodiversity conservation into national (work-) plans: as agro-biodiversity conservation has not been clearly promoted until now as a strategy to reduce food insecurity (it goes against the mainstream thinking of HYV promotion), it takes time for the country to adjust to such a change; however, there is now a constructive dialogue at the highest level on how to effectively integrate agrobiodiversity into GoE's actions with EBI taking on the lead.

03/03/2016

- accelerate expansion into other (neighbouring) areas through upscaling: this was achieved at local level through a copy effect wherever some additional project resources were made available, resulting in an expansion of the project coverage through adoption of some activities (e.g. exposure of other kebele / woredas Administration staff to trainings, adoption of by-laws in other non-targeted kebele, divulgation of FV extension packages to other neighbouring woredas). However, it is too early for a true national appropriation of results (although there seems to be discussions on that matter) and results’ exportation into other non-targeted zones or more remote woredas.

### 3.2.4 Project finance

The total cost of the project (until December 2015) including non-GEF co-financing from 2011 to 2015 is explained under Table 3.

| Co-financing (type/source) | UNDP CO & regional office (mill. US\$) |        | Coffee Forum (mill. US\$) |        | GEF (mill. US\$) |        | GoE (mainly EBI) (mill. US\$) |                 | Total (mill. US\$) |        |
|----------------------------|--|--------|---------------------------|--------|------------------|--------|-------------------------------|-----------------|--------------------|--------|
|                            | Planned                                | Actual | Planned                   | Actual | Planned          | Actual | Planned                       | Actual          | Planned            | Actual |
| Grants:                    |  |        |                           |        |                  |        |                               |                 |                    |        |
| Project preparation        | 200                                    | 200    |                           |        | 150              | 150    |                               |                 | 350                | 350    |
| Project                    | 2.000                                  | ?      |                           |        | 3.864            | 3741   | 2.000                         | 40 <sup>7</sup> | 7.864              | 3.781  |
| Other                      | 800 <sup>8</sup>                       | ?      | 100                       | 100?   |                  |        | 50 <sup>9</sup>               | 50              | 850                | 150    |
| Totals                     | 3.000                                  | 200    | 100                       | 100    | 4.014            | 3.891  | 2.000                         | 90              | 8.910              | 4.281  |

Table 3: Planned vs actual project expenditures

The review of project finance shows some worrying aspects of GEF co-financing: commitments are not followed up or accounted for properly: co-financing amounted to 55% of the entire project; still, there is little or no information as to whether these funds were actually spent or even committed by either the Government or UNDP. One might account for UNDP, some staff expertise and backstopping but these will never amount to the pledged UNDP co-financing; the same for Government as renting of material and office space cannot amount for 2/3 of GEF project’s budget; all this points out towards a lack of analysis of what stakeholders (in this case UNDP and GoE) can realistically provide to enhance the project outcomes.

Contrary to PRODOC planning, the project logically engaged at start-up very few resources and increased progressively spending over time (see Table 4 – source: EBI annual reports); this is most obvious with activities related to conservation (outcome 3) that required infrastructures (and, therefore, long procurement procedures). Project management costs remained stable around 20%<sup>10</sup> of overall project costs, albeit in the higher end for development projects.

**Commented [A22]:** Tesfaye Awais: It is in-kind and was accounted every year. See co-financing budget and add it!!

<sup>7</sup> Information provided by UNDP; probably highly under-estimated

<sup>8</sup> UNDP Regional Office

<sup>9</sup> GoE

<sup>10</sup> No information available for 2015

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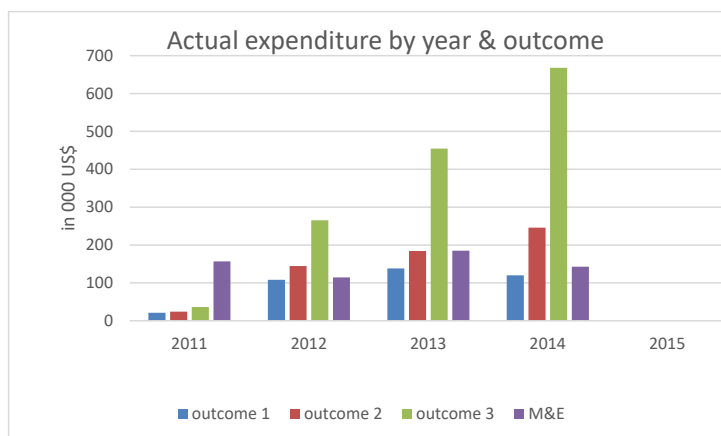


Table 4: Yearly expenditure trend per outcome

A quick review of expenditures by categories (see Table 5) shows that most of the budget was spent on services contracts (45%), consulting (12%) and training (12%), hence nearly 70% of the project’s budget allocated for capacity building. On the other hand, communication expenditure can be considered as very low in this project (2%).

While the delivery of infrastructures has been an outstanding issue in terms of results (e.g. for operationalising the gene banks for durum wheat or tef), it only accounted for 7% of project expenditure.

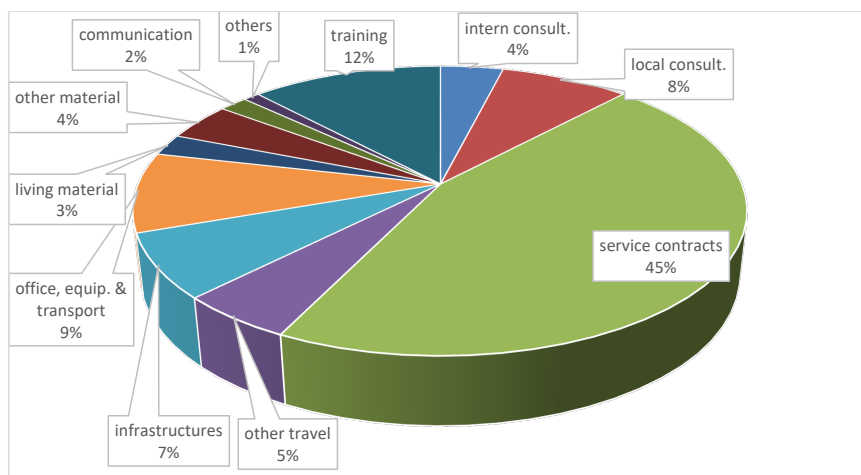


Table 5: Expenditure distribution (based on CDR)



03/03/2016

### 3.2.5 Monitoring and evaluation: design at entry and implementation

An international consultant was contracted to design a comprehensive M&E system for the project. Interviews showed that while it was considered by PCU staff as an "all-inclusive system", it was too complex to operationalise within the EBI working environment (too many data to record result in high workload to fill in charts and tables...).

The key M&E components of the project were:

- Project Implementation Reviews (PIR): the documents reflected well the project's (lack of) progress; the analysis and comparison of information found in the PIR and EBI annual reports showed that however, more detailed information on both the actual delivery of activities and the reason for success or delays was more often found (or at least explained more clearly) in the EBI annual reports that provided a truthful view of project implementation level; this facilitated project review as these reports analysed systematically each funded activity.
- Midterm Review [MTR]: the MTR provided valuable information/recommendations that was taken into account for the remaining of the project; it resulted in an acceleration of project results delivery; some recommendations were more difficult to implement as they clearly reflected some design shortcomings that should be taken into account for future GEF project's interventions.

The operationalisation of the M&E function (to gather the info that will feed in the above mentioned components) was constrained at the start by the lack of transport to the project sites.

Hence, a more simple and *ad-hoc* system was set-up consisting of:

- End of quarter sit-rep by site managers to PCU
- *Ad-hoc* phone calls (often on a weekly basis) to resolve outstanding issues remotely
- Yearly discussion with all 4 site managers
- PCU field trips several times per year
- Thematic field trips by PCU members (marketing and policy advisers) on request
- Specific field trips by the PCU for training (e.g. M&E) and to discuss specific issues (work plan modification, additional activities, awareness raising activities on the project)

While this system was not systematised at project level and was more responsive than proactive, it proved functional and provided relevant information to the PCU to support site managers as required and to PSC for addressing outstanding issues to be resolved at a higher level (e.g. related to budget allocation changes or support to facilitate specific activities by some stakeholders).

Overall, the M&E function was constrained at the start by the lack of transport to/within the project sites and the high staff rotation (mainly at central level).

At the local level, interviews showed that site managers and woreda Administration staff were nonetheless supported by PCU and provided sufficient guidance like *ad-hoc* advice or more formal M&E trainings (by the Ethiopian Management Institute [EMI]) although these came late during project implementation (Y3 and Y4).

The evaluation team reviewed one audit report that did not show any issue.

**M&E design at entry RATING:** Moderately Satisfactory (MS)

**M&E at implementation RATING:** Satisfactory (S)

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Done

**Commented [A24]:** Tesfaye Awas: Please clarify this paragraph. Tel us about PIR???? Not about EBI annual report. Or give a separate paragraph for EBI report>>>

**Commented [u25]:** Repetitions and unfounded blames  
This was crosschecked during meetings at EBI and project team interviews

**Commented [u26]:** Not contradictory to previous statements??  
No, it shows adaptation of project team

03/03/2016

**Overall quality of M&E RATING: Satisfactory (S)**

### 3.2.6 UNDP and Implementing Partner implementation / execution coordination and operational issues

Both UNDP and EBI remained highly involved in project implementation.

(i)

EBI:

On the positive side:

- The institute is the reference partner for implementing these types of projects
- There has been a high level of participation by all staff and the project was on top of the agenda of the most recent Director-General who was most proactive for resolving outstanding issues
- Annual reports included both lessons learned and comprehensive information on project status but also the shortcoming and how these had been addressed

On the negative side:

- Staff rotation was too high for a regular follow-up of project implementation by PCU and did not enable a more strategic analysis of the sector with possible prospective suggestions for project improvement; hence, the PRODOC was not amended or improved; this caused significant implementation delays
- The team did not evidence long-term relationships between the project team and key ministries (little lobbying capacity) to influence policy design and mainstreaming of agricultural biodiversity into relevant institutions (e.g. agricultural research programs, formalisation of extension packages and extension to other crops, inclusion of new crops into local variety protection, etc.); this issue is systemic with development aid as project's cycles are too short to accompany complex issues involving long-term institutional changes and inter-ministerial relationships
- The GoE procurement procedures can be considered as cumbersome and were detrimental to outcome 3 (several key infrastructures not completed by project's end, jeopardising the sustainability of most project results in 2 project sites (durum wheat and tef)

These issues although not minor were somewhat overcome and/or bypassed through a variety of solutions (e.g. EBI national staff rotation resulted in a stronger bond between local Administration & the local project team) and/or did not significantly affect the overall project implementation; they are therefore considered minor in nature.

**Commented [u27]:** Strongly disagree as this was not the case. Amended but statement stands firm; this was discussed at ministerial level (e.g. extension, research)

**Quality of implementing partner execution RATING: Satisfactory (S)**

(ii)

UNDP

On the positive side:

- UNDP provided relevant support and management guidance (e.g. support to the project coordinator to complete GEF Tracking Tool - TT)
- UNDP was proactive at PSC level to lobby to other stakeholders (e.g. MoFED) to resolve outstanding issues (e.g. lack of transport capability of the project)
- UNDP engaged and lobbied with both MOA and Agricultural Research in the development of the FV extension packages

On the negative side:

- This lobbying capacity of UNDP showed its limits when it required real commitment beyond the actual project activities; this was most significant for the MoA and Agricultural Research that did not empower themselves through the project results

03/03/2016

(e.g. using outcome 1 to build up a case for further enhancing/ protecting local variety agrobiodiversity.

~~This limiting factor is evidence that enhancing Government’s capacity to empower itself with new concepts require also political will and is therefore out of scope of UNDP.~~

**Quality of implementing agency (UNDP) execution RATING:** ~~Highly Satisfactory~~ (HS)

**Overall quality of implementation / Execution RATING:** Satisfactory (S)

### 3.3 Project results

#### 3.3.1 Overall results

Assessment of project progress or and review of overall results of the project is presented in [Annex 4](#). Brief assessment of project overall results is presented in the following paragraphs.

##### 3.3.1.1 Outcome 1: Enabling policy and institutional framework supporting in situ conservation of agro-biodiversity and crop wild relatives

**Activity 1: Agro-biodiversity principles mainstreamed into local and national agricultural, trade and industry policies and programs:-** In this context, seven policies were evaluated and gaps related to the institutional frameworks also analysed and identified (140% accomplishment). These were policies related to; biodiversity, agriculture, trade, industry, investment, environment and forest and recommendation made. The final reviewed document with recommendations was validated with the presence of Parliament members at the national level (Agriculture and Natural Resource standing committee of the Parliament). In response to the recommendations, three principles have been mainstreamed, i.e. agro-biodiversity production principles (extension package for farmer varieties), agro-biodiversity marketing principle, and Agrobiodiversity products processing principles (increased demand of the private sectors - Agro-processing industries).

**Activity 2: Local government strengthened to enforce policies and improve conservation of agrobiodiversity at woreda and kebele level in 4 project woredas:-** Awareness creation trainings were conducted in four (4) project sites for stakeholders responsible for technical implementation and resource administration at local level (offices agriculture, office of cooperative promotion, office of finance and economy development and office of the woreda administrator) (133% achievement), which raised their capacity to undertake responsibilities.

**Activity 3: Local Institutions have farmer variety bylaws and regulations in four project areas:** Local variety bylaws and regulations on tef, durum wheat, enset, and forest coffee were developed and applied by communities in 4 pilot areas (100%). The community bylaws were approved by the woreda council, which was one of the best practices to be scaled up in other areas.

**Activity 4: National extension program promotes farmer varieties and land races:** The national extension program is now promoting farmer varieties and land races, particularly the 4 farmer varieties (tef, durum wheat, enset, and forest coffee) in 4 project sites. Awareness raising for 1,050 community representative (female 21%) and technical skill training for 300 participants (14.3 % female) were conducted on conservation strategies and research methodologies. The woreda extension found selecting scaled-up initiatives of the four farmer varieties.

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**Commented [WM28]:** I don’t agree. As a result of UNDP’s constant lobby, MOEFCC requested for the preparation of Biodiversity mainstreaming Frame work in the newly started Mainstreaming Incentive for Biodiversity Conservation.

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*Activity 5: Extension packages on FVs in place in 4 pilot sites using four crops at as entry points:-* Extension packages were prepared by Ministry of Agriculture in collaboration of EIAR for the four farmer varieties (tef, durum wheat, enset and forest coffee) through participatory data collection and review processes (100%). The packages were disseminated, adopted and operationalized in the four project areas. It was found that most techniques were adopted and land husbandry issues were similar to improved varieties. Some scaling-up initiatives to neighbouring woredas (with project’s funds) have attempted (ex. Tef).

*Activity 6: M&E system for assessing conservation:* project impact and M&E indicators were developed including participatory monitoring and evaluation systems to assess the conservation status of FVs. The four project sites adopted the systems and hence the target level also achieved. A clear reporting system of local variety status for the four crops (enset, tef, durum wheat, and forest coffee) was well adopted.

*Activity 7: A strengthened national institutional framework for agrobiodiversity:* Policy and institutional framework gap identification assessment has been carried out through the participation of relevant stakeholders. The gap identification assessment document indicated the existing policy overlaps and institutional gaps. Depending the recommendation of the assessment, 8 Regional states level biodiversity structure was initiated and established by Ethiopian Biodiversity institute. Capacity building supports were made for the regional office in terms of office facilities and project sites outcomes visit. Hence, the institutional framework for agrobiodiversity conservation was agreed and is working (federal - regional - woreda - community levels).

### **3.3.1.2 Outcome 2: Markets provide incentives for farmer uptake of agro-biodiversity friendly practices, particularly for Arabica coffee, enset, tef, and durum wheat**

*Activity 1: International and national demand for five agro-BD friendly products increased:* Tef, durum wheat, enset and forest coffee marketing programs were identified and linkages established (100% achieved). Yayu project site cooperatives were linked as membership to Oromia Coffee Farmers’ Cooperative Union and are delivering forest coffee for export to international markets. Minjar Shenkora tef cooperative was linked to Kassem Multipurpose Cooperative Union and the union in return was linked to Consumer Cooperative Unions in national markets. Angacha enset cooperative was linked to G7 fibre factory for supplying fiber (*kacha*) and to Hawassa for supplying refined bulla on regional exhibitions and market. Gimbichu durum wheat cooperatives had linkage with Kalit Food complex in Addis Ababa but commodity exchange not yet conducted due to quality (protein content) and low volume.

For Yayu forest coffee, Rain Forest Alliance certificate was given to Gechi Forest Coffee Farmers Cooperative, which needs to be renewed annually.

*Activity 2: Production, processing and marketing of agro-biodiversity friendly products improved 4 pilot areas through formation of cooperatives with strong organizational and operational capacities:-* It have been confirmed that 4 new cooperatives (1 in each project site) were established and 5 old farmers’ cooperatives were strengthened (4 coffee and 1 durum wheat), all working on FVs conservation, production and marketing .

To improve the capacities of the cooperatives, two working documents were developed by national consultants: cooperatives monitoring and evaluation system and guideline and cooperatives production, processing and marketing capacity gaps assessment documents. Capacity building actions were also implemented for the eight cooperatives. Two market shades were constructed in Gimbichu and Angacha project sites and eight multi-crop mechanical threshers were distributed for Gimbichu and Minjar-Shenkora project sites.

03/03/2016

*Activity 3: Awareness creation on agro-biodiversity friendly products:* Trainings of Trainers (ToT) on value chain and local varieties, awareness of local stakeholders (woreda officials, cooperatives members) have been conducted by the project. As promotional events, one international exhibition in Doha, two exhibitions through market fairs, and two regional trade fairs, and billboard advertising placed at Bole International Airport.

*Activity 4: Business and financial capacity in place to produce agro-BD friendly products and services in 5 pilot sites:* It has been found that there was no engagement of SMEs, only cooperatives were engaged. Annual progress reports and discussion with stakeholders indicate that Coffee cooperatives were supported through pre-financing from Oromia Coffee Farmers Cooperative Union. In addition, Sor Geba Union provided Ethiopian Birr (ETB) 500,000 for two forest coffee producing, conserving and marketing cooperatives in Yayu district. For enset, the cooperative is under initial discussion with Oromia Cooperative Bank based in Hosa'ina to get credit for bulla agro-processing. In Minjar Shenkora site, Bolo Silassie Farmers Tef Conservation and Marketing Cooperative obtained loans from the Kassem Cooperative Union four times. A 2014 project implementation review (PIR) indicates that Kesem Cooperative Union supported ETB 110,000 for Minjar-Shenkora tef producing, conservation and marketing cooperative. For durum wheat conserving and marketing cooperatives, the team didn't get information on financial linkages.

*Activity 5: Increased and stable income from certified and non-certified products growth in agro-BD friendly areas in 4 pilot sites:* Rain Forest Alliance (RA) certification system and protocol established in June 2013. It needs to be renewed as per the conformity assessment by June 2016. Due to the certification, farmers obtained a premium price on forest coffee. For tef, branding is under way. For the other crops, there is no evidence on quality certification (no market for certification by by-product diversification and value addition for enset and lack of quality for biscuit production in case of wheat).

*Activity 6: Verification and monitoring compliance of verification:* Yayu forest coffee was certified by Rain Forest Alliance. Hence, Rain Forest Alliance compliance mechanism was adopted as indicated in audit report format (100% achieved). However, there is an issue of renewal, since the certificate needs to be renewed every year (By June 19, 2016). In the case of enset, fiber quality control: through G7 Hossana representative; moisture tester provided to the cooperative.

### **3.3.1.3 Outcome 3: Crop Wild Relatives and farmer varieties of wild Arabica coffee, durum wheat, enset and tef are conserved in in situ gene banks and on-farm conservation sites**

*Activity 1: Four in situ gene banks and on-farm conservation sites covering a total of 500,000 hectares established to conserve 4 important crops and their wild relatives:* The PIR shows that a total of 193,212.6 hectares covered by farmers varieties. During the field assessment, it has been confirmed that 12,000 ha was under tef, 11,000 ha was under wheat, and 127,000 ha was under forest coffee in the project sites. It seems the target of 500,000 ha supposed at the end of the project period couldn't be achieved due to unavailability of this much area for in situ/on-farm coverage too ambitious target.

*Activity 2: Capacitated and operational in situ gene banks in place:* Capacities were created in four project sites in terms of institutional base and infrastructures development and establishment (conservation sites establishment and construction). Accordingly, 2 community gene banks were established for tef and durum wheat. The gene bank storage and laboratory infrastructure not yet completed (poor quality), finishing works are remaining. Hence, this time, the gene banks are not operational. Market sheds were constructed and operational for tef and wheat. For enset and coffee, field gene banks were established and operational.

03/03/2016

**Activity 3: Operational management arrangements in 4 conservation sites:** Found during field assessment that trainings for cooperatives were completed. For tef and wheat, unclear management responsibilities of gene banks and laboratory (cooperative, EBI or woreda). For coffee and enset, field gene banks have been established and operational; These are to be handed over to Cooperative and woreda supervises the operational activities. In the case of the coffee field gene bank, the forest coffee field gene bank will be managed by the cooperatives and Government support’s likely after project closure. In the case of enset, the field gene bank management will be taken over by the cooperative and supported by DA and woreda experts.

**Activity 4: Effectiveness of institutions in the management of *in situ* gene banks:** Ethiopian Biodiversity institute (EBI), Ethiopian Agricultural research Institute (EIAR) and Ministry of Agriculture (MOA) structures from federal to community levels were supported to enhance their responsibility in managing *in situ* conservation sites. Reports indicate that due to the establishment of two community gene banks and two field gene banks, EBI outreach increased as a nation and their technical and administrative involvement also increased in four project sites. EIAR also fully participated in participatory plant breeding program for the four crops FVs. MoA local structure (at woreda and community level) capacitated for the management of the conservation sites and use FTCs to scale up the conservation and research activities related to four crops FVs. Moreover, gene pool inventories were also conducted for the four crops by woreda of agriculture and EBI and documented. On-farm experiments also conducted in Gimbichu and Minjar-Shenkora project sites. As a result, 20 durum wheat accessions were reintroduced on three sites to evaluate the comparative advantage of reintroduced accessions with the FVs currently under production by the farmers. Similarly, in Minjar Shenkora project site, 12 tef accessions were reintroduced to the district and one site on-farm experiment was conducted to evaluate the comparative advantage of the accession relative to the improved tef variety.

**Overall Project Outcome RATING:** Satisfactory (S)

### 3.3.2 Relevance

As far as the relevance is concerned, the programme concept and design are highly relevant to country policies, strategic objectives and priorities.

The conservation of agricultural biodiversity has been a longtime priority for the GoE: under the 3<sup>rd</sup> National Report for the Convention for Biodiversity Conservation<sup>11</sup>, the GoE has underlined as highest priorities, “*in situ* conservation”, “access to genetic resources” and “agricultural biodiversity”. This was further reiterated in the 2005 National Biodiversity Policy<sup>12</sup> and 4<sup>th</sup> National Report biodiversity conservation of 2009. While Ethiopia is an important centre of origin and/or diversification of several major crops (including coffee, enset, durum wheat and tef), the trend for agriculture intensification is *de facto* reducing crop variety diversity with the expansion of high-yield varieties which local varieties are unable to compete with. Hence the need to address agro-biodiversity loss.

The Team concludes that the Project is fully conforming to the country strategies, policies and programmes related to biodiversity. This also includes all activities under the project, which are well in

<sup>11</sup> <https://www.cbd.int/doc/world/et/et-nr-03-en.pdf> pg14

<sup>12</sup> Strategic Priority 4 : “The rich agro-biodiversity of Ethiopia is effectively conserved through a mix of *in situ* and *ex situ* programs”

03/03/2016

tune and fully aligned with the national development policy, including all three project outcomes on policy support, marketing and conservation.

The project is also relevant in the sense that it responded to GoE priorities that were not very well integrated into the agricultural and environmental sectors with stakeholders in both ministries not necessarily recognising the importance of FV for food security. The project directly addresses this shortcoming with extensive institutional support on awareness raising through policy review.

The project responds to community needs by focusing (i) on the conservation of genetic agro-resources through agricultural development (e.g. gene banks and cooperatives), (ii) on agro-ecological conservation (e.g. bylaws) and (iii) ensuring FV continuity through market and value chain development (cooperativism & local agro-processing) and improved land husbandry (e.g. extension packages). It also enhances farmer’s knowledge on FV added value to reduce agricultural risks and ensure food security in case of extreme climatic / pest events.

Finally, a strong emphasis has been put on capacity building and awareness raising activities (benefitting both institutional (local & federal) stakeholders and final beneficiaries (farmers & cooperatives): these are highly relevant in a general context favouring food security through HYV, maintaining agro-biodiversity through off-farm activities and overall biodiversity conservation focused on non-farm assets.

The project is also designed in alignment of GEF priority areas. GEF funds and support projects focused on biological diversity, climate change, and land degradation issues. The agrobiodiversity conservation project is, therefore, designed to be in line with these GEF priority areas.

**RATING:** *Relevant (R)*

### 3.3.3 Effectiveness and efficiency

**Effectiveness** (relation between actual outcomes and the project objective):

The initial project objective was to provide farming communities with incentives (policies, capacity, markets and knowledge) to mainstream Conservation of agro-biodiversity.

- Outcome 1: enabling policy and institutional framework for in situ conservation of agro-biodiversity
- Outcome 2: markets for agro-biodiversity friendly products promote farmer uptake of agro-biodiversity conservation imperatives
- Outcome 3: Crop Wild Relatives are conserved in *in situ* gene banks (set side areas) that continue to provide “breeding ground for agro-biodiversity”

The project overall succeeded through the three outcomes to achieve the initial objective: to various degrees, farming communities are now operating through relevant policies, have been capacitated, were supported in accessing markets and have had their knowledge enhanced on FV farming.

For outcome 1, there is a clear link between by-laws implementation, local government capacity building, extension package and agro-biodiversity conservation; although the inclusion of biodiversity conservation principles into national policies was necessary and was the establishment of regional EBI offices, this linkage is weaker as there is not yet clear and visible results from those activities.

03/03/2016

Regarding outcome 2, agrobiodiversity conservation has been enhanced through marketing activities that resulted in increasing production of all four FV crops; there is little direct evidence for increased international demand through the project. Marketing (including certification and branding) and processing (agro-processing diversification) of all four crops enhanced also indirectly conservation but the lack of credit opportunities remained an obstacle for effectively scaling up commercialisation. Indeed the financial capacity of cooperatives remained low due to an effective lack of capital (which e.g. resulted in additional financial project support for coffee certification out of reach of locally supported cooperatives).

As for outcome 3, the establishment of on-farm and seed gene banks and their operationalisation are directly related to agro-biodiversity conservation although this is not yet effective for tef and durum wheat.

Indirectly, the main achievement of the project has been the maintaining or increasing of all four crops acreage; this was most significant for tef (with a reversal of acreage between HYV and FV).

#### Efficiency (project costs):

Although efficiency of the project was rated as satisfactory, interviews showed that several issues affected the efficiency of the project:

- (i) Difficulties of EBI in retaining top level staff for project coordination and various staff resignation or transfers

2011: first NPC dismissed; second NPC contracted

— 2013: second NPC dismissed and third NPC contracted

— 2014: 4 staff resigned: third NPC resigned, Market specialist, Police specialist, Minjar Sherkora woreda project site officer. Were recruited: fourth NPC and Market specialist

The reason for so many changes is that EBI wanted to assign high profile staff; it proved that either some did not have the management skills, other had those but were taken by research activities and other resigned for better job opportunities due to low pay (low cat. 2 salary scale decided by MoA for EBI staff contracting); hence the need to assign or contract staff with recognised management skills (of projects) and give them the opportunity to be fully dedicated to their management tasks.

This resulted in substantial implementation delays during the first two years as can be evidenced in the delivery rate but also an inability of the project to advance the cause of agrobiodiversity into relevant ministries (Environment, Agriculture) by enhancing / scaling up the results of outcome 1 (policy support).

- (ii) Understaffing at project sites: only two staff were contracted while five were planned under the PRODOC; it seems that the allocated budget in the initial PRODOC could not accommodate 5 staff although it was explicitly mentioned in the document (hence a design discrepancy); this resulted in the PSM being in charge of all activities and, therefore, more committed in project operationalisation (covering marketing, policy and conservation activities) and having little time for other activities (e.g. lobbying for replication,

**Commented [A30]:** Tesfaye Awas:

Have you seen any dismissal letter. Including this, many issues raised in this document are not based on evidence.

I was the first NPC. Up on the take of the project, I was transferred to New Project. The next was Mr Tekelu he was replaced by Mr Habtamu through external requirement. Habtamu was promoted to MoA and Replaced by Debela. Debela left the project almost at closing stage. If Debela was the staff of EBI, he would have stayed with us until the end of the project.....

**Commented [WM31]:** The second was not NPC: recruited PM and contract terminated because of capacity limitation

**Commented [WM32]:** The 4<sup>th</sup> manger was assigned to a higher responsibility as a result of his high performance on the project

**Commented [A33]:** Tesfaye Awas: This is not the reason. Totally wrong!!!!!! See comment A30

**Commented [A34]:** Tesfaye Awas: How do you evaluated them?

**Commented [A35]:** This is much better than the officially allowed salary!!!!!!

**Commented [u36]:** Incomplete statements. Please review your data.  
We have no further information. The First NPS was assigned as NPC in addition to his regular assignment and the project demanded fulltime PM and PM is recruited.

**Commented [WM37]:** Please qualify this sentence as described above



03/03/2016

communication and awareness raising) while at the same time supervising all administrative and financial duties. Still, as few activities remained undelivered by project's end, it shows somewhat the resolve and adaptation of the project team for an efficient delivery of project activities.

Interviews showed that site managers had to select the most pressing issues to address in priority at the local level and rely on PCU staff advice for other topics (lobby for transport capability, additional staff requirements).

- (iii) Under the conservation component, a significant budget was allocated to the construction of infrastructures for all 4 sites; for tef and wheat sites, one contractor was chosen after much delay in the procurement process (2 years). Further to this, by project's end, the works have not yet been completed and there seems to be no more communication with the contractor.

Finally, the quality of the infrastructures is questionable (e.g. skewed walls of the storehouses and poor tiling of the floor) resulting in low value for money.

Although interviews showed that EBI remains committed to completing this activity, the issue is jeopardising outcome 3 results for tef and durum wheat as the infrastructures are a critical element for gene bank conservation (seeds) and capital for the cooperatives (FV production storage capacity and commercialisation).

Overall, these elements were obstacles for an efficient project implementation.

On the positive side, key activities enhanced project efficiency:

- (i) M&E trainings of project staff (2013 & 2014) that enabled it to monitor closely activities delivery and reacting to issues
- (ii) Functional PSCs & woreda Steering Committees that facilitated the evidencing of issues and cleared bottlenecks through collective decision-taking
- (iii) Frequent field trip to project sites by PCU to resolve outstanding issues and provide advice that enable site project managers to timely deliver planned results, and
- (iv) woreda project steering committee commitment and sector offices collaboration contributing to success for most of the outputs and activities.

In addition, most project results were achieved possibly with a lot of efforts, but without the anticipated (UNDP and GoE) co-financing levels as per PRODOC; in that sense, the project has been highly efficient and effective.

**RATING for Effectiveness:** *Moderately Satisfactory (MS)*

**RATING for Efficiency:** *Satisfactory (S)*

**Overall project outcome RATING:** *Satisfactory (S)*

#### 3.3.4 Country ownership

The project was designed to implement some of the strategic actions outlined in the Ethiopian National Biodiversity Strategy and Action Plan (2006), approved by the Government of Ethiopia, which is directly

**Commented [u38]:** UNDP needs to explain why employment at the sites was not materialized.  
Amended

**Commented [A39]:** Tesfaye Awais: Please rewrite real issues about the project staff throughout the document

03/03/2016

supporting the strategic objective of increasing investment to secure agro-biodiversity. Ethiopia considers itself an international source of agro-biodiversity and has one of the important gene banks in the region, held at the former Institute of Biodiversity Conservation (IBC) now Ethiopian Biodiversity Institute (EBI). Although loose in terms of conservation of farmer varieties, the national five-year plans (Plan for Accelerated Sustainable Development to End Poverty (PASDEP) which runs from 2005/6-2009/10 and Growth and Transformation Plan (GTP) running from 2010/11 – 2014/15) recognizes and contains agro-biodiversity plan that was meant to strengthen, reinforce and expand biodiversity activities to effectively support food security and livelihood programs in line with the development plans of other affiliated bodies of the Ministry of Agriculture. The plans were to establish duplicate gene bank, field gene banks, and community gene banks as in situ conservation areas.

The current project supported stakeholder institutions at national and local levels to improve *in situ* conservation of agrobiodiversity resources (including crop wild relatives) secure biodiversity values, ensure food security and sustain human well-being. With the support, institutional gaps have been addressed and the Ethiopian Biodiversity in partnership with Ministry of Environment, Forestry and Climate Change, Ministry of Agriculture and Natural Resources, Ministries of Trade and Industry were involved and demonstrated ownership at the national level. EBI has established branch offices in 8 areas/centres. The woreda structures (administrators, agriculture, cooperatives, land use and environment protection, trade and industry) and community through cooperatives demonstrated ownership of the project results and foregoing conservation of farmer varieties. However, further support is also needed to strengthen these ownerships.

### 3.3.5 Mainstreaming

#### Project mainstreaming into UNDP CPDs & UNDAF:

The project implementation covered two country programs (2007-2011 and 2012-2015). The project is very well aligned with both documents and for the earlier one is contributing to sustainable land management and natural resources planning under UNDAF’s outcome on recovery and food security.

As mentioned in para 3.1.73-1.7, the project is integrated into the country program by adopting a holistic approach to biodiversity conservation and GHG reduction combined with sustained economic growth

Indeed, the projects’ results feed in the 2012-15 CPD outcome 5 which seeks the promotion of a low carbon climate resilient economy and society, in line with GoE’s Climate Resilient Green Economy Strategy.

In particular, the project is contributing to key intervention areas of UNDP such as (i) the prevention and of natural disasters through conservation of forest and the adoption of woreda by-laws on land conservation and avoiding agricultural practices that result in land degradation, the adoption of extension packages that preserve agricultural resources, (ii) poverty reduction and (implicitly) health/education improvement through added income (it was most substantiated for enset and coffee so far) that according to interview results, is used for purchasing household items & improving household, school fees for children, urgent medicine at household level or invested into new (small) business activities, (iii) improving governance both at Administration level through the setting-up of

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local steering committees that should serve as a model for other interventions and at beneficiary level through the establishment of functional cooperatives.

#### Gender mainstreaming:

While gender was acknowledged in the PRODOC as an important factor for success given the differentiated roles of men and women in agriculture and natural resources conservation, it was not sufficiently integrated into the project design by adopting a gender-based approach right at project formulation (e.g. definition of gender-related indicators like workload, increased income generation, participation & inclusiveness...). The PRODOC mentioned the need for a gender analysis; there is, however, no evidence that a comprehensive review of the project with a view to integrating gender aspects into project activities was done; nonetheless, several activities were carried out such as awareness raising (trainings) of both project and woreda staff on gender concepts and analysis although these came well (too late?) into the project implementation. This shortcoming was highlighted at mid-term review (MTR) and the project further attempted to integrate gender through specific women-related activities (e.g. support to cooperative focusing on women-specific tasks); this was reflected in further participation of the EBI Women Affair Dpt. in the project and the Women Office at woreda level. Overall, one might question why a gender specialist was not contracted to follow-up and support project & woreda staff as women participation can be a critical factor for sustainability.

#### 3.3.6 Elements of Sustainability

Sustainability is the likelihood of continued benefits after the project ends. As under GEF criteria, each sustainability dimension is considered critical, the overall ranking cannot be higher than the lowest one.

**Overall project sustainability RATING: Moderately Likely (ML)**

##### 3.3.6.1 Social & cultural risks to sustainability

The project targeted two different audiences, broadly (i) farmers’ communities through outcomes on marketing and conservation and (ii) governmental institutions through the outcome on policies.

With regards to the final beneficiaries, the project managed to create a strong ownership of project results in all four project sites; for coffee, the acceptance of forest coffee growing is now wider in Yayu and surrounding woredas thanks to the support provided by the project. For enset, there is now an increase of areas grown and farmers are well aware of the different varieties, their advantages and inconvenient and can now select them according to specific usage. For tef and to a lesser extend for durum wheat, local variety cultivation has been “re-discovered” as farmers are now more aware of local variety advantages (greater endurance to abnormal agro-ecological conditions and higher pest tolerance than for improved varieties).

While value for money remains the main driving force in choosing crop variety cultivation, farmers and local/ regional consumers are now well aware of certain advantages of local varieties (e.g. taste for tef, bio-cultivation of coffee, added value for enset through fibres...) and that situation is resulting in a premium price to farmers. This added value is less obvious for durum wheat, though.

03/03/2016

This acceptance of local variety cultivation has led to community empowerment beyond the initial project scope (e.g. plans for bulla production, willingness to create a union for Yayu forest coffee growers, add value locally for tef growers through injera production).

The project also focused on biodiversity protection through the adoption of local by-laws by the communities and woreda Administration; these are apparently widely accepted by the final beneficiaries and constitute a strong pillar for maintaining agro-biodiversity in the project areas.

The project supported also GoE’s institutions through awareness raising activities in mainstreaming agro-biodiversity concerns within all relevant Ministries. The project has been less successful in that area: interviews showed that while GoE stakeholders are aware of the issues, they have not really taken up the project’s results beyond the project’s horizon (e.g. the extension packages have not been formalised and disseminated country-wide, agricultural research remains unsure on how to integrate local variety cultivation within Ethiopia’s strategy to reduce food insecurity). Still, the project contributed to dialogue on agrobiodiversity conservation within Ministries and it remains to be seen whether this dialogue will continue when the project is terminated; the main issue is that there is no permanent platform for inter-ministerial dialogue although this function could / should (?) be carried out by EBI.

Finally, the resilience of local varieties against improved varieties while already implicitly acknowledged by farmers is now widely recognised by all sector stakeholders starting with the farmers themselves as a strategy to improve food security and to cushion adverse pest and climatic effects more likely to impact improved varieties.

**Socio-cultural sustainability RATING: Likely (L)**

#### **3.3.6.2 Technical risks to sustainability**

As mentioned above in chapter 3.3.6.1, the absence of a widely-based (e.g. inter-ministerial) platform on agrobiodiversity (or a similar setup) remains an obstacle to dialogue between ministries. Nonetheless, the project did manage to provide tools and relevant information on agro-biodiversity to Ministries through policy analysis and detailed review enabling them to mainstream the issue into their own structures.

At the farm level, there are few technical risks associated with the project: the local variety specific extension packages are adopted as they enhance production and productivity of local varieties; by-laws are accepted and followed by farmers with requests from neighbouring woredas to integrate them as well.

The non-completion of infrastructures for both tef and durum wheat gene banks and cooperatives’ storage rooms remain a significant technical risk as they deprive the cooperatives of their most important assets for future development. This is not an issue for both forest coffee and enset.

As for coffee, the project through co-financing so far supported certification costs and it is likely that support would be still required for subsequent certifications and audits; interviews with coffee cooperative leaders showed that they are unsure on how to contribute for future certification without external support.

**Technical sustainability RATING: Moderately Likely (ML)**

### **3.3.6.3 Institutional and organisational risks to sustainability**

The project supported the creation and development of both new and existing cooperatives specifically dedicated to local variety cultivation, conservation, production, transformation and commercialisation. It provided significant financial resources through equipment, infrastructures and capacity building to strengthen these cooperatives. This constitutes primarily the project exit strategy; it is highly relevant and actually a necessary but not sufficient step to reduce institutional and organisational risks; in particular, it remains to be seen where / from whom these cooperatives might get support by project's end to strengthen their functioning / management base.

Interviews showed that while they all operational by the end of the project (regular meetings, day-to-day activities, plans for the future...), they will require regular follow-up activities to sustain their levels of operations; this support should be overviewed at woreda level as there seems to be a strong commitment from woreda administration offices to follow-up cooperatives, at least with operations' supervision / advice.

The effective management of gene banks either on-farm for enset and coffee or off-farm in storage rooms for tef and durum wheat remains unclear for some cooperatives and would require clarification from Administration: for the forest coffee site in Yayu, the nurseries remain a source of funding for the cooperatives and the site should remain well managed. The same for enset as the cooperative is in full control of the on-farm gene bank (maintenance, renewing of live material...). As for tef and durum wheat, the cooperatives are ready to own the gene banks and storage rooms, should these be finally completed; however, it remains unclear who will control the gene bank and run a local variety quality control laboratory on a day-to-day basis; it was proposed that the nearest EBI regional office should take over these functions but there seems to be no firm commitment from EBI in that area and negotiations are still underway between woreda administrations, the cooperatives and EBI, on who should be responsible for what.

Further to that, local sectoral departments at woreda level have incorporated key project results in their annual plans and are engaged into constructive dialogue on how to implement these with their current budget levels.

At the federal level, GoE institutional and organisational capacity is ensured thanks to regular trainings and participation of local specialist.

***Institutional and organisational sustainability RATING: Likely (L)***

### **3.3.6.4 Economic and financial risks to sustainability**

The project's concept was to enhance agrobiodiversity conservation with the farmer as the key « conservationist »; for that purpose, a successful economic model had to be developed or agrobiodiversity conservation would have remained restricted to seed vaults and research station collections.

By project's end, all four (local varieties) crops were successfully commercialised with at least three (forest coffee, tef and enset) with a sustainable economic model:

- (i) coffee cooperatives choose the path of certification (premium price) with views on forest coffee union development and collaboration with foreign traders and companies researching more and greener quality coffee;

03/03/2016

- (ii) the enset cooperative diversified with by-product (fibre) commercialisation resulting in a strong increase of income for members and even also a premium price due to fibre high quality and views on further development (enset agro-processing – bulla production);
- (iii) tef cooperatives focused on branding with prospects of local variety injera export, should it pursue this branch of agro-processing, and local variety quality (taste) that is attracting more national consumers at the expense of less tasty improved varieties, which is also resulting in a premium price that compensates somehow for lower productivity.
- (iv) durum wheat is the only crop of the project that has yet to rethink its development probably through niche marketing as it so far failed to enter the highly competitive market for flour production (due to the protein contents insufficient for industrial milling plants) and was only able to fall back on less profitable industrial biscuit manufacturing.

This notwithstanding, the actual financial sustainability of the cooperatives will greatly depend on their capacity to grow (credit / co-financing requirements) and conquer new markets through improved quality and productivity. For that purpose, they will likely require technical advice from GoE and capacity building in terms of management and marketing development. One of the main issues remain the obstacles to credit access (lack of capital and collateral) that impedes these cooperatives from growing, which is due to lack of volume; hence the need to expand through new cooperatives and additional members in order to increase their outreach.

**Economic and financial sustainability RATING: Moderately Likely (ML)**

#### **3.3.6.5 Environmental risks to sustainability**

While the project is having a positive impact on the environment (see environmental impact below), the adoption by farmers of by-laws and their official endorsement by woreda administration guarantees sustainability.

**Environmental sustainability RATING: Likely (L)**

#### **3.3.6.6 Socio-political risks to sustainability**

A lot of activities through outcome 1 were carried out to advance the cause of agrobiodiversity conservation in Ethiopia. This project built-up on previous success stories (see 3.1.3).

However, by project’s end, while there is now a wide consensus on the added value of agrobiodiversity conservation thanks to this project’s policy reviews and support, awareness raising activities at ministerial levels..., technical ministries are still having difficulties in dealing with the practicalities of mainstreaming agrobiodiversity conservation into their actual strategies and work plans probably because the issue is very multidimensional and requires interventions from various sectors at the same time to be effectual. In that sense, the project possibly failed to capture that dimension to get all stakeholders together and there is a risk that by project’s end, the suggestions for mainstreaming agrobiodiversity conservation at a wider (national) level will remain vain. Hence the importance of EBI to keep agro-biodiversity high on the national agenda.

**Socio-political sustainability RATING: Moderately Likely (ML)**

### 3.3.7 Potential impact

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In this terminal evaluation, the impact of the project has been assessed in terms of changes or benefits achieved in social, economic, institutional, environmental areas as well as the changes achieved in terms of gender. An average rating for the impact was given.

**Impact RATING:** *Significant (S)*

#### 3.3.7.1 Social Impact

Through Farmer Variety Conserving and Marketing Cooperatives, particularly in the four newly established cooperatives, it was found that better social cohesion was created at the community level.

Many of the cooperative members visited in the 4 project sites explained that being organized into cooperatives contributed to more collaboration and social inclusion in the community. Cooperative members are less prone to direct market commercialisation and are more aware of pricing and delayed farming. Looking into the changes achieved among the members of cooperatives, non-members and neighbouring farmers, their perception was positively changed towards unity and cooperation. Informants explained that many neighbouring kebeles showed interest to establish similar cooperatives working on farmer varieties (local varieties).

The project did contribute through various activities in increasing farmers’ awareness on local varieties’ added value but the exchanges of experiences were not sufficient: for example, tef and wheat extension packages have not been scaled up to neighbouring kebeles although their expectations were high amongst neighbouring farmers. However, the exchanges of experience resulted in increased interest in neighbouring woredas in using in a similar way by-laws.

**Social impact RATING:** *Significant (S)*

#### 3.3.7.2 Economic Impact

In terms of economic impacts, informants and beneficiaries at field level indicated that increased productivity, increased income and asset building were achieved due to the interventions of the Agro-BD Conservation project. Increase of productivity ranged between 40% and 300%, for example, tef productivity increased by 58% (from 12 quintals/ha to 19 quintals/ha), coffee on average increased by 78% (from 3.5 quintals/ha to 6.25 quintals/ha), and durum wheat on average increased by 267% (from 7.5 quintals/ha to 27.5 quintals/ha). These are all local varieties.

Price incentives or price differential is another economic impact obtained by the beneficiary farmers due to quality improvement and created market linkage. In this regard, the high price differential was achieved for coffee (10 fold price differential, i.e. about 0.80Birr/kg before and 8 Birr/kg after intervention) and enset (4 fold price differential, i.e. 4 ETB/kg before and 15 ETB after the project). In addition to price differential, member farmers get dividends from cooperative annually. However, the little price differential was observed in the case of tef and wheat between FV and HYV; for example, wheat is sold in site market at ETB 850/quintal and this increased to 1,000 ETB/quintal when sold to factory (18% price differential due to created market linkage). Strong market linkages were created for tef and enset (fibre = new product) and weak linkages for coffee (lack of volume) and wheat (poor protein content).

03/03/2016

Added income for the project beneficiaries has raised the living standard of beneficiaries resulting in increased asset building (oxen, bajaj, improved housing...) and the ability to cover education and health expenses.

**Economic impact RATING:** Significant (S)

#### **3.3.7.3 Institutional Impact:**

This mainly related to capacity building, trainings and awareness raising of governmental authorities and experts at national, woreda and kebele levels so as to mainstream agrobiodiversity conservation practices into Government national planning.

It has been found particularly at woreda and kebele level that agrobiodiversity conservation activities were mainstreamed into woreda sector office's (agriculture, cooperative, land and environment, etc.) annual planning in the four project sites, which earlier didn't focus.

At the community level, new cooperatives have been established as primary institutions to conserve local crop varieties, including management of gene banks, field gene banks, and market sheds.

The project has also had a very positive impact in enhancing the organisational capacity of farmers through forming cooperatives in enhancing the terms of trade in their favour through improved marketing (moving from individual market trading to cooperative direct commercialisation).

**Institutional impact RATING:** Significant (S)

#### **3.3.7.4 Environmental Impact:**

The project supported farmers to conserve and protect natural resource (forest, soil and water) that contributed to a positive impact on the environment. Cooperative member in coffee site managed the conservation of natural resources including forest and coffee as per biosphere requirements that led to a clean environment in a sustainable manner (cooperative management committee and member beneficiaries). Enset is grown intermingled with fodder grassed and agroforestry mostly on sloppy marginal lands which contributed to soil and water conservation.

Adoption of durum wheat and tef local varieties extension packages enabled farmers to use reduced chemical fertilizers and increased use of compost which enabled to increase micro-organisms in the soil. It has also been found that major land use for tef took place, i.e., area put under local varieties increased from 25% before the project to 65% after project while that of improved tef varieties reduced from 75% to 35% (cooperative members and non-members).

Local varieties of tef and enset crops are efficient shock absorbers which ensure food security in case of climate change. Local varieties of durum wheat and tef have also increased their resistance to diseases and pests (beneficiary members).

**Environmental impact RATING:** Significant (S)

#### **3.3.7.5 Impact on Gender:**

It has been found that female representative in cooperative management committee is on the rise (membership up to 30%). The membership and participation of women have increased after the intervention of the project. For example, the share women membership in the visited local variety conserving and marketing cooperatives has reached 6% for wheat, 20% for forest coffee, 32% for enset, and 35% for tef.



03/03/2016

It has been observed in Gimbichu woreda that a separate wheat women association was established to address the comments of MTR. This came too late and as an extra activity that might be relevant for the beneficiaries themselves as individuals but it did not induce better women participation project-wide. The participation of women in such project needs a more comprehensive gender approach at project formulation stage; a possible solution might be the contracting of a specific gender project staff that would review all project activities and guide project staff or civil servants / contractors to ensure that the activities are in line with the project gender approach.

**Impact RATING for gender:** *Minimal (M)*

**Commented [u40]:** We need further explanation on this issue. Above is self-explanatory; too little too late

## 4. Conclusions, recommendations and lessons learned

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### 4.1 Conclusions

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Under conclusions are indicated the main achievements and strengths as well as shortcomings and weaknesses of the project.

#### 4.1.1 Major achievements and strengths

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*(i) Project concept responding to agro-biodiversity loss in Ethiopia*

Although several interventions were already funded in the past – most often with an emphasis on research -, this is the first comprehensive project on agrobiodiversity conservation that tests a strategy for conserving underutilised farmers based on collective action and market access for smallholders. At the core of this strategy is the creation of an enabling institutional environment, enhancing the capacity of farmers to access market and increasing the value for money of underutilised crops through raw productivity increase and/or agro-industry diversification.

*(ii) Proof of concept on the added value / complementarities of FV in relation to HYV*

The project has been able to demonstrate that FV cultivation can be nearly on par in real world situations in terms of profitability with HYV and has the advantage of more robustness in case of extreme climatic and pest events.

The project has shown that with adapted land husbandry techniques – often similar to HYV -, FV productivity can be substantially increased. While in absolute terms, the productivity remains significantly lower, many other parameters tend to reduce the gap for the farmer in monetary terms (e.g. higher price of FV, more resistance to disease and extreme climatic events, use of by-products, on-farm sub-optimal crop cultivation that reduces the productivity gap between FV and HYV).

*(iii) Holistic approach to biodiversity conservation in the agricultural sector*

The project successfully adopted an all-integrated approach to agrobiodiversity conservation that is no longer relying on (often expensive) off-farm mechanisms but takes into consideration sector-wise preoccupations (environment, rural development, trade & industry...).

Although the project remained focused on the smallholder, numerous activities were successfully developed with a view to enhancing the capacity and capability of farmers to cultivate and commercialise FV; these included the adoption of by-laws to conserve agro/eco-systems in which FV thrive, increasing farmer's bargaining power through cooperativism, by-product and agro-processing diversification for FV added value, GoE awareness raising activities to bring it into recognising the complementarity of FV and the need to pay closer attention to FV in relation to HYV...

*(iv) Inclusive approach in project delivery through effective governance structures*

Although there were substantial delivery delays at inception stage and beyond for some specific activities, the project wagered on a transparent governance system both at local and federal levels as a strategy to iron arising implementation difficulties. This was most obvious for woreda project steering committees that had the advantage to inform all local stakeholders on project progress and stumbling blocks that required everyone to take responsibility and push out for resolution. The transparency

03/03/2016

created, greatly facilitated project results ownership at woreda Administration level, including project empowerment through the integration of agrobiodiversity conservation activities within woreda sectoral Administration work plans.

- (v) *Successful awareness raising mainly at local level including in neighbouring areas close to the four project sites*

The project induced a lot of interest from neighbouring woredas which resulted in subsequent participation for several activities although these were more based on an *ad-hoc* basis. Examples include: tef FV conservation practice has already been scaled up to Lume Woreda. Regarding enset, the demand of farmers in neighbouring *Dega* woredas (highland) has risen evidencing high interest to adapt conservation of enset varieties which they learned from Angacha woreda project activities and results achieved.

- (vi) Agrobiodiversity conservation achieved in project areas

Although the objective of 500.000 ha of conserved area, was not realistic as it would have required massive project upscaling (although this might have been considered, had the federal Government institutions resolutely taken over project upscaling), the project succeeded in increasing FV cropping areas in all four project sites to various degrees. It was most pronounced for tef with a complete reversal in the FV/HYV cropping area ratio (in favour now of FV) within the project area. For enset, the case was made for its interest in both food security and land degradation control resulting in both enset cultivation nearby farmers' households and on-farm.

#### 4.1.2 Key shortcomings and weaknesses

- (i) *Little or no empowerment effect at federal level to enhance project results*

Several key activities focused on awareness raising at the federal level through policy and strategy reviews; these efforts nonetheless fell short of inducing a change of approach within the participating institutions on agrobiodiversity conservation. There was little evidence that key federal authorities did change their working approach to agro-biodiversity through the project; in particular, there was no further taking-over of several key project products for country-wide dissemination (e.g. no formalisation of FV extension packages, no large-scale expansion of by-laws or appropriation of project approaches by key ministries for nation-wide scaling-up...).

The situation is nonetheless quite the opposite at local level with some agro-biodiversity principles and activities embedded within woreda sectoral Administration work plans; the reason is that the project was essentially focused at the local level.

- (ii) *Follow-up by project team of problematic activities*

Several activities were initiated by early / mid-term project implementation but were still not completed by project's end with serious potential consequences on the sustainability of some key results: these include activities for PES (under the auspices of MoANR) for which only a feasibility study was still being drafted while the project had contemplated operational PES in project areas before closure (this activity is actually taken by the new GEF 5 Project "Mainstreaming Incentive for

**Commented [A41]:** Tesfaye Awas: We do not expect the government to immediately change policy based on a single project finding!!!!!!!!!!!!

**Commented [u42]:** Strongly disagree. Amended; follow-up was not inadequate but actually ineffective (for some activities at least)

03/03/2016

Biodiversity Conservation"); gene banks infrastructures are not completed<sup>13</sup> at time of evaluation and management responsibilities remain unclear for the parties involved (EBI, cooperative, woreda Administration). This points out towards the need for some upstream support from key decision makers (even possibly political support at ministerial level) to unlock potential bottlenecks.

(iii) *Implementation issues at project start due to staff rotation*

The project's *lacked* leadership *has been affected* for the first 2-3 years with recurring coordinator and manager changes. The decision by the Ministry of Agriculture to have uniform payments for projects under the Ministry (lower "category 2" salary scale for EBI) did not enable the institution to contract experienced staff in international development project management and instead resulted in EBI initially favouring internal staff contracting. It focused on recruiting staff with a high academic background that had to combine technical work for EBI and project management skills; in other cases, managers had lower managerial skills.

Indeed, under NEX procedure, MoFED had used the GoE recruitment procedures for staff under general statutes for public service, hence, it was more difficult to contract staff with managerial skills for development projects (most often contracted directly by donors).

Whichever staff was contracted, resulted in inadequate project management at central level with cascading resignation / dismissals and a lack of leadership to move forward the project; this has been confirmed by the low disbursement rate for the first 2 years and interviews of site managers that corroborated the lack of leadership.

## 4.2 Recommendations and lessons to be learned

The chapter was structured in (i) *corrective actions* / lessons learned in terms of design, implementation and M&E, (ii) potential actions to follow-up and reinforce the initial results of the project, (iii) proposals for future actions / interventions and, (iv) best and worse practices.

### 4.2.1 *Lessons learned* ~~*Corrective actions*~~ *for the design, implementation, monitoring, and evaluation of the project*

#### Design:

- Action #1.1 - *Co-financing* (in-kind): the planning team had anticipated over 60% of co-financing from UNDP and GoE; there is no evidence that these pledges were based on real actions and activities and in any case, no technical support / backstopping or renting of office and GoE participating staff / per-diem can account for such vast amounts of financial resources; this points out towards a lack of proper analysis of UNDP's added value and on the GoE/UNDP real commitment and financial capacities.

*At project formulation stage, co-financing details should be laid down as for the GEF project details so that it becomes a more transparent process.*

- Action #1.2 - *Gender strategy*: the project design explained in detail the need to include women into the project; otherwise, there is a risk of women exclusion or less than planned / mandatory

<sup>13</sup> *Completed after the evaluation was carried out*

**Commented [A43]:** Tesfaye Awas: Completed and are operational

**Commented [u44]:** High need to revise statements and include practical actions taken by EBI.  
Amended

**Commented [u45]:** Sure???  
Cross-checked during interviews

**Commented [A46]:** Ttesfaye Awas: This was beter than NEX

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**Commented [A48]:** Tesfaye Awas: lessons learned in terms of design

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participation; this should have been assessed through a subsequent gender analysis at inception phase. This approach is not efficient as whatever comes out from these studies is difficult to integrate into a pre-existing project; this is demonstrated in exemplary fashion with small-scale actions focusing on women resulting from MTR recommendations; while these are quite laudable at activity level and indeed benefitting women, they have little impact, project-wise, as they were not integrated within an all-inclusive approach to mainstream gender within the intervention. Still, the project was highly participatory and involved all targeted communities.

*A gender strategy must be devised right at formulation stage with concepts, approaches and methodologies already integrated within the log frame right down to activity level; this is a critical step of the project formulation stage as in agriculture, many activities are gender-specific and will, therefore, require different approaches in terms of awareness raising, participation, capacity-building...*

- **Action #1.3 - Disbursement trend:** the PRODOC had anticipated a disbursement rate decrease over time (high spending rate during the first years and lowest rate on Y5); this approach results in significant implementation delays and activities being scaled back to subsequent years because of lack of capacity at project start-up. *Experience shows that the spending rates need to follow up a normal distribution, being (i) lowest at project start-up due to the inception phase (more emphasis on staff recruitment, purchase of initial equipment / means of transport and little or no emphasis on project implementation), (ii) maximised at midterm and (ii) minimised by project's end (through an effective exit strategy [e.g. scaling-up and maintenance activities]).*

This issue was actually corrected during the inception workshop but the log frame planning remained the same.

- **Action #1.4 - Scaling up effect:** the success of these types of projects greatly depend on a multiplication effect; otherwise, they remain one more pilot development project; the project pushed for reforms at federal level through policy reviews and at local level with some resources to be allocated for scaling up the project's results to neighbouring areas; the interviews showed that the latter was more successful evidencing that good communication combined with exchange visits and incorporating indirect beneficiaries in trainings can create interest for neighbouring communities to become engaged in similar project activities on agrobiodiversity conservation. *In any case, the level of financial resources allocated for scaling up was not enough and could be actually part of another intervention.*

*Future intervention should adopt a two-pronged approach as for this project: (i) engage into scaling up intervention's results to neighbouring areas through project site team and involved woreda Administration support (e.g. more funds for neighbouring local Administration to capture and replicate the project's results) and (ii) supporting the federal level into effectively taking ownership of project results (e.g. funds for validating project's results, launching influential permanent working groups at federal level on agrobiodiversity).*

- **Action #1.5 - Selecting the number of project sites to enhance efficiency (more value for money):** the choice of selecting four crops with one site each clearly put the emphasis on the piloting nature of the project; however, the project failed to scale up significantly because lobbying at federal level requires an altogether different kind of financial effort (possibly beyond GEF's scope) to mainstream agro-biodiversity project results within relevant ministries.

*This issue points out towards the need for a more inclusive approach at local / regional level starting with several project sites per crop that could bypass the federal level and encourage (i) projects'*

**Commented [u51]:** The Project was participatory and gender mainstreaming has been taken care of. added

**Commented [A52]:** Tesfaye Awas: This can be done by another project??

**Commented [A53]:** Tesfaye Awas: See my previous comment on this issue

03/03/2016

*results validation (e.g. extensions packages, by-laws) through entire regions, (ii) increase the bargaining power of farmers (through cooperatives) with more substantial production volumes (for direct selling and/or processing) in a way that can attract large-scale (regional / international) buyers/agro-processors.*

- **Action #1.6 - Supporting service providers:** the project focused essentially on building up the capacity of FV cooperatives and providing pathways for commercialization and adding value through agro-processing; little attention was paid to strengthening existing service providers that could support the FV cooperatives; when the project ends, the level of support (in terms of value for money) that these will be able to provide to cooperatives will be key to cooperatives' development (e.g. technical expertise on agro-processing, credit facilities, expertise in management and financial control...).

*Future interventions' designs should allocate resources for service providers so that cooperatives can have access to relevant services by project's end in order to accompany their expansion and development.*

#### Implementation and M&E:

- **Action #1.7 - Project staff recruitment:** although internal recruitment has the advantage of contracting staff that is familiar with the corporate culture of the executing agency (hence, being more swiftly operational), development project implementation requires specific managerial skills that only external staff can master through experience with the donor community; in addition, there is always a risk that internal staff on secondment for specific projects will be still required to perform regular activities in addition to his project-specific tasks.

*There is therefore a need to analyse whether internal and/or external recruitments are most appropriate for this type of project; ~~whatever the case,~~ strict recruitment procedures should be followed up with more emphasis on the managerial skills of the potential candidates than on their technical knowledge on agro-biodiversity (e.g. similar experience in managing development projects).*

- **Action #1.8 - Exit strategy:** projects should have a clear exit strategy with specific activities that will ensure continuity of the project's achievements; this strategy should be adopted by project's mid-term although the concept and approach should have been agreed upon right at inception stage; in any case, by mid-term, the project's staff should be able to identify the critical pathways that would need attention for ensuring project's sustainability (whether it is scaling up, replication or just maintaining assets) and define activities with corresponding milestones which their completion means official project results' handing over.

**Commented [A54]:** Tesfaye Awas: This is wrong conclusion. We recruited external and both left the project. I rather recommend internal recruitment and wave out regular activities. This will help in insuring sustainability and reduce turnover

#### 4.2.2 Actions to follow-up or reinforce initial benefits from the project

##### Actions by the Ethiopian Biodiversity Institute:

- **Action #2.1 - Role of EBI branches:** EBI needs to get on top of things for accelerating linkage creation between project sites woreda Administration (agriculture, forestry, cooperative offices) and EBI regional branches for (i) continuous trainings support on agrobiodiversity conservation, (ii) providing advice on sectoral annual work plans that integrate agrobiodiversity conservation.

03/03/2016

- Action #2.2 - Finalisation of infrastructures: as the infrastructures for tef and durum wheat are critical for sustaining the project's results (production storage room for FV cooperative, gene bank, laboratory), EBI should set-up a 'crisis' unit that would review the situation of project infrastructures (degree of non-completion) and assess whether additional activities are required to ensure full functionality (unclear status on gene bank management responsibilities and which organisation/institution should equip and run the laboratory, and for what purpose?).
- Action #2.3 - Coffee Certification and tef branding: EBI should dialogue with relevant parties (including Coffee Forum, Ministry of Trade and Industry) on ways to support farmers for (i) forest coffee certification auditing, (ii) tef branding operationalisation (e.g. support for communication and marketing...), (iii) increase volume (valid also for enset and durum wheat) through reviewing feasibility of a specific union and/or additional cooperatives' creation, (iv) linking to traders/agro-processors for national market and/or export.
- Action #2.4 - Gene banks monitoring: EBI should establish a clear work plan for monitoring gene banks in all 4 project sites through (i) periodic field visits, (ii) the provision of technical advice to FV cooperatives and woreda staff (e.g. agricultural bureaus) on the minimum requirements to maintain FV gene banks, (iii) ensuring that relevant staff is in charge of the woreda gene bank laboratories.
- Action #2.5 - Enset specific support: given the strategic importance of enset in terms of food security and as a crop that can be used in land degradation reduction, EBI should lobby for the establishment of a specific enset research program/centre to assess its added value within the Ethiopian context.
- Action #2.6 - FV extension packages and seeds: EBI needs to coordinate with relevant stakeholders (Agriculture, Research, Environment...) on putting on top of the agenda (i) the validation of the FV extension packages (and still required actions) so that they become regular extension packages country-wide within MoANR as are other HYV extension packages, (ii) the FV seed status (in parallel with tef branding) so that farmers could have access to formal Quality Declared Seeds from registered seed multipliers (e.g. starting with FV cooperatives that sell seedlings).

#### Actions at woreda level:

- Action #2.7 - Relationship with EBI: the woreda Administrations need to engage in a constructive dialogue with EBI (e.g. through a regular communication mechanism with EBI branches) on following-up the project's results and potential arising issues that might require EBI's support; a monitoring mechanism for FV areas should set up through DA or Forestry / Land Administration in order assess the level of conservation of FV and the trends of FV farmed areas.
- Action #2.8 - Agricultural Bureaus: staff should continue disseminating FV extension packages within the woreda and take any opportunity to inform other woreda's colleagues on the FV extension packages (e.g. propose systematically F extension package presentations when travelling outside the woreda wherever relevant).
- Action #2.9 - Cooperative Offices: need to follow-up the development of FV cooperatives and provide whenever relevant support through administrative, financial and managerial capacity building (e.g. facilitate access to credit, market linkages...). Yayu Cooperative Office should follow-up the cooperatives in assessing what are their options for continued Forest Coffee certification

03/03/2016

and for the establishment of a Forest Coffee Union; Angacha’s Cooperative Office should accompany the establishment of the bulla agro-processing factory and assess how the cooperative could access credit for capital investment or use it as a revolving fund...; Minjar Shenkora’ Cooperative Office should accompany the FV cooperative in finalising the necessary measures to achieve FV branding.

- **Action #2.10 - Environment Offices:** need to monitor how farmers follow by-laws, assess whether the incentives and mechanisms are adapted or not to the woreda conditions, suggest amendments if necessary and take any opportunity to inform other woredas’ colleges on the inclusion of by-law as a tool to enhance agrobiodiversity conservation (e.g. propose systematically F extension package presentations when travelling outside the woreda wherever relevant).

#### 4.2.3 Proposals for future directions underlining main objectives

##### **Raising the profile of agrobiodiversity conservation:**

- **Proposal #1 - GoE agenda on agrobiodiversity:** EBI should lobby for the establishment of a permanent inter-sectoral platform/working group on agrobiodiversity as a strategy to keep the issue on top of ministries’ agendas, in particular for deciding on future developments / projects & interventions, policies and responsibilities’ sharing as well as for reaching a common position on the next steps in agrobiodiversity conservation in Ethiopia.
- **Proposal #2 - Geographic expansion:** efforts should be made to expand the support of all four FV crops to other relevant communities and regions; for that purpose, it would be necessary to validate the main project’s results (e.g. by-laws, extension packages) and raise awareness of potential newly targeted woredas, zones, regions.
- **Proposal #3 - Decentralisation:** from now on, agro-biodiversity conservation support should be decentralised to relevant EBI regional centres as these are closer to the field and woredas.
- **Proposal #4 - Crop diversification:** the successful proof of concept of the project should entice GoE to consider the inclusion of other key crops for which FV are endangered (barley, chickpea, sesame, [noug], lentils, and sorghum). For that purpose, the relevance of FV extension packages for new crops should be assessed in collaboration with EBI.
- **Proposal #5 - Woredas awareness raising on agrobiodiversity conservation:** the EBI in collaboration with relevant ministries and through its new regional centres network should facilitate the articulation between project woredas and other woredas willing to conserve FV to formulate awareness raising interventions for the existing four crops.
- **Proposal #6 - Linking on-farm gene banks with research:** it is necessary to link agricultural research (MoANR and universities) with FV gene banks, including through donors as they are also the primary beneficiaries of FV (crops’ primeval gene pools that can be useful for improving HYV); this linkage is also a relevant strategy to involve federal level (MoANR – agricultural research) and for gene banks sustainability.

##### **Supporting the development of farmers’ cooperatives:**



03/03/2016

- **Proposal #7 - Issue of low volumes:** this is a major obstacle for FV sustainable commercialisation; little FV production is an impediment for successful agro-processing or competitive bulk selling by FV cooperatives. Emphasis should be put on increasing FV production volumes through (i) farmer's awareness raising activities to increase cooperatives' membership, (ii) the provision of technical expertise to existing cooperatives by woreda agricultural bureaus and (iii) overall awareness raising in other woredas to possibly ignite interest in FV conservation in other areas (as mentioned above).
- **Proposal #8 - Little or no access to credit:** this systemic issue is an impediment in Ethiopia for producer cooperatives development; the lack of capital and collateral gives few opportunities for cooperatives to expand without external assistance but leaving no other option than slow savings' building-up. Support should be provided to cooperatives to integrate some form of agro-business (transformation, added value...) as a strategy to facilitate access to credit for producer cooperatives (e.g. tef: lack of capital for flour factory; enset: lack of capital for bulla production).

#### 4.2.4 Best<sup>14</sup> and worst<sup>15</sup> practices for addressing issues relating to relevance, performance and success

- +++ Local governance mechanism through steering committees at woreda level involving all technical offices
- +++ Simple project design (4 sites & 4 crops) = more straightforward implementation
- Lack of gender approach at formulation stage with resulting difficulties to adapt the intervention
- +++ Good governance system = factor for success
- Poor internal recruitment procedures resulting in inadequate decision taking staff
- +++ Participatory approach for project's results (e.g. consultations for the formulation of by-laws and extension packages)
- +++ First of its kind to approve FV bylaws by Woreda Council, which can be taken as best practice
- Lack of access to formal credit maintaining cooperatives under-developed; this issue was bypassed through credit support from unions (coffee and tef) but overall remained a major issue for FV development
- More emphasis through EBI should have been put on supporting the federal institutions for creating project's results ownership and empowering the relevant institutions involved in agrobiodiversity conservation (e.g. starting with a permanent inter-ministerial [agro]-biodiversity platform for discussion)
- +++ Adding value to FV commercialisation (e.g. branding, certification, by-product commercialisation...) is an effective approach to ensure FV conservation through commercialisation

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Commented [A56]: Tesfaye ??? by EBI

<sup>14</sup> +++

<sup>15</sup> ---

03/03/2016

- +++ Market linkages and associated value addition resulting in added income for beneficiaries and contributing to economic growth
- +++ Provision of relevant information on FV to farmers as a strategy to promote FV and increase their knowledge on nutritional and agro-ecological potential, differentiated taste of FV in relation to HYV
- +++ Combination of farmers' capacity building activities, infrastructures (storage & sheds), market linkages and policy adaptations (holistic approach towards agrobiodiversity conservation).
- +++ Decision to decentralise EBI into regional offices (for sustainability and institutional empowerment) provided that capital and operational investments are made available to follow-up project's results and future similar interventions.

03/03/2016

## 5. List of Tables

|  |    |
|--|----|
| Table 1: SMART analysis of the logical framework ..... | 11 |
| Table 2: Planned stakeholders participation .....      | 14 |
| Table 3: Planned vs actual project expenditures .....  | 19 |
| Table 4: Yearly expenditure trend per outcome .....    | 20 |
| Table 5: Expenditure distribution (based on CDR) ..... | 20 |
| Table 1: SMART analysis of the logical framework ..... | 10 |
| Table 2: Planned stakeholders participation .....      | 13 |
| Table 3: Planned vs actual project expenditures .....  | 18 |
| Table 4: Yearly expenditure trend per outcome .....    | 19 |
| Table 5: Expenditure distribution (based on CDR) ..... | 19 |

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## 6. Annexes

|  |    |
|--|----|
| Annex 1: Terms of Reference .....  | 48 |
| Annex 2: Detailed methodology .....                                      | 55 |
| Annex 3: Interview Guides and Questionnaires .....                       | 57 |
| Annex 4: Project progress towards outcomes and outputs .....             | 61 |
| Annex 5: Mission Itinerary and Sites Visited .....                       | 65 |
| Annex 6: List of Persons Consulted .....                                 | 67 |
| Annex 7: List of Documents Consulted .....                               | 69 |
| Annex 8: Evaluation questions matrix .....                               | 70 |
| Annex 9: Brief Expertise of Consultants .....                            | 73 |
| Annex 10: Location of Project Sites .....                                | 75 |
| Annex 11: Evaluation Consultant Code of Conduct and Agreement Form ..... | 76 |
| Annex 12: Evaluation Report Clearance Form .....                         | 78 |
| Annex 1: Terms of Reference .....  | 47 |
| Annex 2: Detailed methodology .....                                      | 54 |
| Annex 3: Interview Guides and Questionnaires .....                       | 56 |
| Annex 4: Project progress towards outcomes and outputs .....             | 60 |
| Annex 5: Mission Itinerary and Sites Visited .....                       | 64 |
| Annex 6: List of Persons Consulted .....                                 | 66 |
| Annex 7: List of Documents Consulted .....                               | 68 |
| Annex 8: Evaluation questions matrix .....                               | 69 |
| Annex 9: Brief Expertise of Consultants .....                            | 72 |
| Annex 10: Location of Project Sites .....                                | 74 |
| Annex 11: Evaluation Consultant Code of Conduct and Agreement Form ..... | 75 |
| Annex 12: Evaluation Report Clearance Form .....                         | 77 |

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## Annex 1: Terms of Reference

### UNDP/GEF TERMINAL EVALUATION

#### TERMS OF REFERENCE

#### Mainstreaming Agrobiodiversity into Agricultural Production Systems

#### Ethiopia

### INTRODUCTION

In accordance with UNDP and GEF M&E policies and procedures, all full and medium-sized UNDP support GEF-financed projects are required to undergo a terminal evaluation upon completion of implementation. These terms of reference (TOR) sets out the expectations for a Terminal Evaluation (TE) Mainstreaming Agrobiodiversity into Agricultural Production Systems Ethiopia Project (PIMS #2913.)

The essentials of the project to be evaluated are as follows:

### PROJECT SUMMARY TABLE

|                          |   |  |                                      |                                     |
|--------------------------|---|--|--------------------------------------|-------------------------------------|
| Project Title:           | Mainstreaming Agrobiodiversity into Agricultural Production Systems |  |                                      |                                     |
| GEF Project ID:          | 2913  |  | <i>at endorsement (Million US\$)</i> | <i>at completion (Million US\$)</i> |
| UNDP Project ID:         | 00075747  | GEF financing:                         | 3,863,600                            |                                     |
| Country:                 | Ethiopia  | IA/EA own:                             |                                      |                                     |
| Region:                  | Africa  | Government:                            | 2,050,000                            |                                     |
| Focal Area:              | Biodiversity  | Other:                                 | 3,000,000 (UNDP)<br>100,000 (ECF)    |                                     |
| FA Objectives, (OP/SP):  |   | Total co-financing:                    | 5,150,000                            |                                     |
| Executing Agency:        | Ministry of Agriculture   | Total Project Cost:                    | 9,013,600                            |                                     |
| Other Partners involved: | IBC, FCF, Wereda & Kebele   | ProDoc Signature (date project began): |                                      | 13/01/2011                          |
|                          |   | (Operational) Closing Date:            | Proposed:<br>31st Dec 2015           | Actual:<br>31/05/2016               |

### OBJECTIVE AND SCOPE

The overall goal of the project is “Improved *in situ* conservation of agrobiodiversity resources (including crop wild relatives) secures biodiversity values, ensures food security and sustains human wellbeing”. The Objective of the project is “To provide farming communities with incentives (policies, capacity, markets and knowledge) to mainstream conservation of agrobiodiversity resources, including CWR, into their farming systems, which will be achieved through three main outcomes. These are 1. Enabling policy and institutional framework supporting *in situ* conservation of agrobiodiversity and crop wild relatives, 2. Markets provide an incentive for farmer uptake of agrobiodiversity friendly practices, particularly for

03/03/2016

wild *Arabica* coffee, enset, tef and durum wheat and, 3. Crop Wild Relatives and farmer varieties of wild *Arabica* coffee, durum wheat, enset and tef are conserved in *in situ* gene banks and on-farm conservation sites.

The evaluation will cover all activities supported by UNDP/GEF and, where appropriate, activities supported by the host institution, Ministry of Agriculture and EBI. It will also cover activities that other collaborating partners are supporting as part of the co-finance to the project.

The TE will be conducted according to the guidance, rules and procedures established by UNDP and GEF as reflected in the UNDP Evaluation Guidance for GEF Financed Projects. The objectives of the evaluation are to assess the achievement of project results and to draw lessons that can both improve the sustainability of benefits from this project and aid in the overall enhancement of UNDP programming.

## EVALUATION APPROACH AND METHOD

An overall approach and method<sup>16</sup> for conducting project terminal evaluations of UNDP supported GEF financed projects has developed over time. The evaluator is expected to frame the evaluation effort using the criteria of **relevance, effectiveness, efficiency, sustainability, and impact**, as defined and explained in the UNDP Guidance for Conducting Terminal Evaluations of UNDP-supported, GEF-financed Projects. A set of questions covering each of these criteria have been drafted and are included with this TOR (fill in [Annex C](#)). The evaluator is expected to amend, complete and submit this matrix as part of an evaluation inception report, and shall include it as an annex to the final report.

The evaluation must provide evidence-based information that is credible, reliable and useful. The evaluator is expected to follow a participatory and consultative approach ensuring close engagement with government counterparts, in particular, the GEF operational focal point, UNDP Country Office, project team, UNDP GEF Technical Adviser based in the region and key stakeholders. The evaluator is expected to conduct a field mission to the project sites at Illubabor Zone of Oromia National Regional State, southwest Ethiopia (Yayu coffee forest); Minjar Shenkora in North Shewa Zone of the Amhara Regional State (tef enset); Gimbichu Woreda (Durum wheat); and, Kembata and Timbaro (enset).

The evaluator will review all relevant sources of information, such as the project document, project reports – including Annual Project Report (APR) / Project Implementation Review (PIR), project budget revisions, midterm review, progress reports, GEF focal area tracking tools, project files, national strategic and legal documents, and any other materials that the evaluator considers useful for this evidence-based assessment. A list of documents that the project team will provide to the evaluator for review is included in [Annex B](#) of this Terms of Reference.

## EVALUATION CRITERIA & RATINGS

An assessment of project performance will be carried out, based against expectations set out in the Project Logical Framework/Results Framework (see [Annex A](#)), which provides performance and impact indicators for project implementation along with their corresponding means of verification. The evaluation will at a minimum cover the criteria of: **relevance, effectiveness, efficiency, sustainability and impact**. Ratings must be provided on the following performance criteria. The completed table must be included in the evaluation executive summary. The obligatory rating scales are included in [Annex D](#).

|                            |
|----------------------------|
| <b>Evaluation Ratings:</b> |
|----------------------------|

<sup>16</sup> For additional information on methods, see the [Handbook on Planning, Monitoring and Evaluating for Development Results](#), Chapter 7, pg. 163

03/03/2016

| 1. Monitoring and Evaluation   | rating | 2. IA& EA Execution                           | rating |
|--------------------------------|--------|---|--------|
| M&E design at entry            |        | Quality of UNDP Implementation                |        |
| M&E Plan Implementation        |        | Quality of Execution - Executing Agency       |        |
| Overall quality of M&E         |        | Overall quality of Implementation / Execution |        |
| 3. Assessment of Outcomes      | rating | 4. Sustainability                             | rating |
| Relevance                      |        | Financial resources:                          |        |
| Effectiveness                  |        | Socio-political:                              |        |
| Efficiency                     |        | Institutional framework and governance:       |        |
| Overall Project Outcome Rating |        | Environmental :                               |        |
|                                |        | Overall likelihood of sustainability:         |        |

## PROJECT FINANCE / COFINANCE

The Evaluation will assess the key financial aspects of the project, including the extent of co-financing planned and realized. Project cost and funding data will be required, including annual expenditures. Variances between planned and actual expenditures will need to be assessed and explained. Results from recent financial audits, as available, should be taken into consideration. The evaluator(s) will receive assistance from the Country Office (CO) and Project Team to obtain financial data in order to complete the co-financing table below, which will be included in the terminal evaluation report.

| Co-financing (type/source) | UNDP own financing (mill. US\$) |        | Government (mill. US\$) |        | Partner Agency (mill. US\$) |        | Total (mill. US\$) |        |
|----------------------------|---------------------------------|--------|-------------------------|--------|-----------------------------|--------|--------------------|--------|
|                            | Planned                         | Actual | Planned                 | Actual | Planned                     | Actual | Actual             | Actual |
| Grants                     |                                 |        |                         |        |                             |        |                    |        |
| Loans/Concessions          |                                 |        |                         |        |                             |        |                    |        |
| • In-kind support          |                                 |        |                         |        |                             |        |                    |        |
| • Other                    |                                 |        |                         |        |                             |        |                    |        |
| Totals                     |                                 |        |                         |        |                             |        |                    |        |

## MAINSTREAMING

UNDP supported GEF financed projects are key components in UNDP country programming, as well as regional and global programmes. The evaluation will assess the extent to which the project was successfully mainstreamed with other UNDP priorities, including poverty alleviation, improved governance, the prevention and recovery from natural disasters, and gender.

## IMPACT

The evaluators will assess the extent to which the project is achieving impacts or progressing towards the achievement of impacts. Key findings that should be brought out in the evaluations include whether

03/03/2016

the project has demonstrated: a) verifiable improvements in ecological status, b) verifiable reductions in stress on ecological systems, and/or c) demonstrated progress towards these impact achievements.<sup>17</sup>

## CONCLUSIONS, RECOMMENDATIONS & LESSONS

The evaluation report must include a chapter providing a set of **conclusions, recommendations** and **lessons**.

## IMPLEMENTATION ARRANGEMENTS

The principal responsibility for managing this evaluation resides with the UNDP CO in Ethiopia. The UNDP CO will contract the evaluators and ensure the timely provision of per diems and travel arrangements within the country for the evaluation team. The Project Team will be responsible for liaising with the Evaluators team to set up stakeholder interviews, arrange field visits, coordinate with the Government etc.

## EVALUATION TIMEFRAME

The total duration of the evaluation will be 30 days according to the following plan: date 1<sup>st</sup> November . 2015

| Activity                       | Timing  | Completion Date                 |
|--------------------------------|---------|---------------------------------|
| <b>Preparation</b>             | 3 days  | 3 <sup>rd</sup> November , 2015 |
| <b>Evaluation Mission</b>      | 15days  | 18th November, 2015             |
| <b>Draft Evaluation Report</b> | 10 days | 28 <sup>th</sup> November, 2015 |
| <b>Final Report</b>            | 2 days  | 30 <sup>th</sup> November, 2015 |

## EVALUATION DELIVERABLES

The evaluation team is expected to deliver the following:

| Deliverable               | Content  | Timing   | Responsibilities                           |
|---------------------------|--|--|--|
| <b>Inception Report</b>   | Evaluator provides clarifications on timing and method | No later than 2 weeks before the evaluation mission. | Evaluator submits to UNDP CO               |
| <b>Presentation</b>       | Initial Findings                                       | End of evaluation mission                            | To project management, UNDP CO             |
| <b>Draft Final Report</b> | Full report, (per annexed template) with annexes       | Within 3 weeks of the evaluation mission             | Sent to CO, reviewed by RTA, PCU, GEF OFPs |
| <b>Final Report*</b>      | Revised report   | Within 1 week of receiving UNDP comments on draft    | Sent to CO for uploading to UNDP ERC.      |

\*When submitting the final evaluation report, the evaluator is required also to provide an 'audit trail', detailing how all received comments have (and have not) been addressed in the final evaluation report.

## TEAM COMPOSITION

<sup>17</sup> A useful tool for gauging progress to impact is the Review of Outcomes to Impacts (ROtI) method developed by the GEF Evaluation Office: [ROtI Handbook 2009](#)

03/03/2016

The evaluation team will be composed of **1 international and 1 national consultants**. The consultants shall have prior experience in evaluating similar projects. Experience with GEF financed projects is an advantage. The international consultant is the team leader and will be responsible for finalizing the report. The evaluators selected should not have participated in the project preparation and/or implementation and should not have conflict of interest with project related activities.

The Team members must present the following qualifications:

- Minimum 10 years of relevant professional experience
- Knowledge of UNDP and GEF
- Previous experience with results-based monitoring and evaluation methodologies;
- Technical knowledge in the biodiversity focal area
- Experience of working in Africa is desirable (for the International Consultant).

The international consultant will lead the overall Terminal Evaluation Report. He will lead the total evaluation exercise and production of the final terminal Evaluation which will be submitted to UNDP and the GEF. The Local consultant will work together with the International Consultant, arrange meetings both in Addis Ababa and at the site level. Provided translation and other similar services for the successful report production..

## EVALUATOR ETHICS

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Evaluation consultants will be held to the highest ethical standards and are required to sign a Code of Conduct (Annex E) upon acceptance of the assignment. UNDP evaluations are conducted in accordance with the principles outlined in the [UNEG 'Ethical Guidelines for Evaluations'](#)

## PAYMENT MODALITIES AND SPECIFICATIONS

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| %   | Milestone  |
|-----|--|
| 20% | At contract signing  |
| 40% | Following submission and approval of the 1ST draft terminal evaluation report                    |
| 40% | Following submission and approval (UNDP-CO and UNDP RTA) of the final terminal evaluation report |

## APPLICATION PROCESS

---

Applicants are requested to apply online <http://jobs.undp.org>, by (date). Individual consultants are invited to submit applications together with their CV for these positions. The application should contain a current and complete C.V. in English with indication of the e-mail and phone contact. Shortlisted candidates will be requested to submit a price offer indicating the total cost of the assignment (including daily fee, per diem and travel costs).

UNDP applies a fair and transparent selection process that will take into account the competencies/skills of the applicants as well as their financial proposals. Qualified women and members of social minorities are encouraged to apply.



03/03/2016

Technical proposals will be rated as per the following matrix. A consultant will have to score a minimum of 70% to be considered for the next *step*. Financial evaluation will be conducted for the qualified and responsive technical proposals (i.e 70% and above). Financial Proposal and Technical proposal will constitute 40% and 60% respectively. The responsive and qualified consultant with the highest combined rate will be issued a contract.

#### CRITERIA FOR SELECTING THE BEST OFFER

Upon the advertisement of the Procurement Notice, qualified Individual Consultant is expected to submit both the Technical and Financial Proposals. Accordingly; Individual Consultants will be evaluated based on Cumulative Analysis as per the following scenario:

- Responsive/compliant/acceptable, and
- Having received the highest score out of a pre-determined set of weighted technical and financial criteria specific to the solicitation. In this regard, the respective weight of the proposals are:
  - a. Technical Criteria weight is **70%**
  - b. Financial Criteria weight is **30%**

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

#### PAYMENT MILESTONES AND AUTHORITY

The prospective consultant will indicate the cost of services for each deliverable in US dollars **all-inclusive<sup>18</sup> lump-sum contract amount** when applying for this consultancy. The consultant will be paid only after approving authority confirms the successful completion of each deliverable as stipulated hereunder.

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

| Installment of Payment/ Period | Deliverables or Documents to be Delivered        | Approval should be obtained       | Percentage of Payment |
|--------------------------------|--|-----------------------------------|-----------------------|
| 1 <sup>st</sup> instalment     | Upon submission and approval of inception Report | MEF, UNDP & RTA, Key stakeholders | 20%                   |
| 2 <sup>nd</sup> instalment     | Upon submission and approval of First Draft      | “                                 | 30%                   |
| 3 <sup>rd</sup> instalment     | Upon submission and approval of Final Report     | “                                 | 50%                   |

#### RECOMMENDED PRESENTATION OF TECHNICAL PROPOSAL

For purposes of generating quotations whose contents are uniformly presented and to facilitate their comparative review, a prospect Individual Contractor (IC) is given a proposed **Table of Contents**. Therefore prospective Consultant Proposal Submission must have at least the preferred contents which are outlined in the IC Proposal Submission Form incorporated hereto.

#### XI. CONFIDENTIALITY AND PROPRIETARY INTERESTS

<sup>18</sup> The term “All inclusive” implies that all costs (professional fees, travel costs, living allowances, communications, consumables, etc.) that could possibly be incurred by the Contractor are already factored into the final amounts submitted in the proposal

Final report Terminal Evaluation “Mainstreaming Agrobiodiversity into Agricultural Production Systems  
Ethiopia project

03/03/2016

The Individual Consultant shall not either during the term or after termination of the assignment, disclose any proprietary or confidential information related to the consultancy service without prior written consent. Proprietary interests on all materials and documents prepared by the consultants under the assignment shall become and remain properties of UNDP.

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## Annex 2: Detailed methodology

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As indicated in section 1 of this report, the terminal evaluation was carried out following UNDP evaluation policy and Guidance for conducting a terminal evaluation of UNDP-Supported, GEF-financed projects. In this context, the evaluators employed mixed approaches and/or methodologies, i.e participatory or consultative approach, review of existing secondary data, and structured observations.

(i) *Review of Relevant Documents, Literature, and Secondary Data:*

The evaluators reviewed relevant documents and literature found necessary for evaluating the project to yield existing on the performance of the project. In this context, the evaluators reviewed and analysed relevant documents prepared during different project phases, i.e. GEF Project Information Form (PIF), the Project Document, project reports – including annual project review (APR), project budget and audit reports, mid-term review report, progress reports, gap identification and recommendations on policies and institutional frameworks, community bylaws on conservation of farmers varieties (tef, durum wheat, forest coffee, and enset), marketing strategy for agro-biodiversity products, best practices on agro-biodiversity mainstreaming, national extension packages on local varieties (tef, durum wheat, forest coffee, and enset), and UNDP-GEF Projects Terminal Evaluation Guide so as to produce evidence-based assessment of the project. Apart from producing evidence based assessment, review of literature and secondary data enabled the evaluators to design the data collection tools. The list of documents reviewed is presented in [Annex 7](#).

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(ii) *Consultation and Interview of Stakeholders:*

Consultations and interviews of stakeholders have been conducted at national, woreda and project level as key informants. The selection of the stakeholder was made purposively, focused on officials, officers, and experts who directly engaged in project execution (implementation and support provision) process. These included government counterparts such as Ethiopian Biodiversity Institute (EBI); Ministry of Agriculture and Natural Resources Development (MoANR); Ministry of Environment, Forestry and Climate Change; and UNDP Country Office experts at the national level and project site managers and cooperative union managers (Kassem Farmers' Cooperative Union and Oromia Coffee Farmers' Cooperative Union) at local level, and G-7 Fibre/Sack Factory representative. The officials, officers and/or experts of these stakeholder institutions were interviewed as *key informants* on the design of the project, implementation arrangements, stakeholders involved, the performance of the project, and best practices and challenges faced during the implementation process. The consultation and interview of key stakeholders enabled the evaluators to best capture project progress and status in achieving the planned results of the project.

(iii) *Conduct Field Mission to Project Sites*

The evaluators carried out field mission to project sites; i.e. to Minjar Shenkora (*tef*), Gimbichu (*Durum wheat*), Yayu (*forest coffee*); and Angacha (*enset*) sites. During the field missions, *focus group discussions* of woreda steering committee members, cooperative management committee members, project beneficiary members, and women association members (Gimbichu – *Arada* field gene bank site) have been carried out using semi-structured questionnaires. All members of woreda steering committee and cooperative

03/03/2016

management committee were purposively included in the focus group discussions. The selection of individual beneficiary members as well as women association members have been conducted randomly from members list, the number of focus group discussants being ranged 8 – 12. The beneficiaries were asked to give their views on the performance of the project and achievement of the planned outcomes.

In general, the stakeholders (implementers, supporting partners, and beneficiary community) were participated in the evaluation in terms of key informants and focus group discussants and provide opinions and answers to project evaluation questions asked.

The list of stakeholders and persons interviewed during the terminal evaluation mission is presented in [Annex 6](#)~~Annex-6~~.

(iv) Observation

The evaluators have also conducted structured observations during the field mission. For the purpose, all the physical outputs and outcomes put in place by the project were purposively selected and observed. In this regard, physical implemented structures and facilities in the four field sites were visited and observed on quality and status, which included gene banks (Gimbichu-durum wheat and Minar Shenkora-tef), field gene banks (Angacha-enset and Yayu-forest coffee), market sheds (Gimbichu and Minjar Shenkora), enset fibre store, coffee nursery site and threshing machineries.

In general, the terminal evaluation mission has been carried out from January 04 – 14, 2016 (see [Annex 5](#)~~Annex-5~~ for details of terminal evaluation mission itineraries).

(v) Synthesis and Rating Project Performance

After acquiring all the necessary information and data collected through different methods (review of literature and secondary data, key informant interviews, focus group discussants, structured observation), the evaluators compared and contrasted (triangulated) the results and reached credible, reliable and valid answer to evaluation questions designed for each outcome and objective. Then, ratings of the project results against relevance, effectiveness, efficiency, sustainability and impact have conducted based on the expectations set out in the Project Logical Framework/Result Framework. Ratings were carried out towards the performance criteria: monitoring and evaluation, assessment of Outcomes, and Sustainability, based on the obligatory rating scales set out in the TOR.

Furthermore, the key financial aspects of the project, including the extent of co-financing planned and realized as well as an assessment of planned and actual expenditures have been conducted.

Based on synthesis and rating of project performance, this draft terminal evaluation report has been prepared by the evaluators as per the report outline indicated in the TOR.

Evaluation questions related to *relevance, effectiveness, efficiency, sustainability, and impact* have been updated as indicated in the evaluation questions matrix (see [Annex 8](#)~~Annex-8~~).

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## ***Annex 3: Interview Guides and Questionnaires***

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### **A. Project Beneficiaries**

#### **1. *Relevance:***

- 1.1 How does the project reflect the needs of beneficiary community and development priorities at local level?
- 1.2 What are the major problems of the community that the project has addressed?
- 1.3 Did the communities consulted during project prioritization and design?

#### **2. *Effectiveness:***

- 2.1 To what extent the project has enabled the community to mainstream conservation of agro-biodiversity and wild crop relatives into farming systems?
- 2.2 To what extent has the project provided market-based incentive for farmer uptake of agro-biodiversity friendly practices, particularly for forest coffee, enset, teff and durum wheat?
- 2.3 To what extent have Crop Wild Relatives and farmer varieties of forest coffee, durum wheat, enset and teff been conserved in situ gene banks and on-farm conservation sites?
- 2.4 To what extent has there been increased food security and food production in relation to the Project in Ethiopia?
- 2.5 What factors have led to projects (or parts of projects) working well, and what lessons can be learnt from this?

#### **3. *Efficiency:***

- 3.1 Was the project delivered on timely fashion and in line with expectations?
- 3.2 If delayed, any reason for delays?
- 3.3 To what extent the results have been achieved with the least costly resources possible, compared with alternative approaches to attain the same results?

#### **4. *Sustainability:***

- 4.1 Do you think the project will be able to continue to deliver benefits for an extended period of time after completion? What technical measures are necessary to ensure continuity?
- 4.2 To what extent is the project environmentally, financially and socially acceptable, and how does this impact upon the likelihood of sustainability?
- 4.3 Are there enough resources /money to continue implement or maintain economic and financial sustainability?
- 4.4 Do you think the activities and outcomes of the project are socially and culturally accepted by the community?
- 4.5 Has the community/ cooperative take ownership of project outcomes?

**5. Impact:**

- 5.1 What was most significant change you have experienced as a result of the project?
- 5.2 How different are local organizations working/ interacting with beneficiaries as a result of the project? How many people have been affected?
- 5.3 What economic, social, and environmental impacts have been experienced?

**6. Other questions**

- 6.1 What lessons have been learned from the project regarding achievement of outcomes?
- 6.2 What changes could have been made (if any) to the design of the project in order to improve the achievement of the project’s expected results?
- 6.3 What were the major challenges in implementing the project?

**B. National and Woreda Informants**

**1. Design and formulation**

- Were the project’s objectives and components clear, practicable and feasible within its time frame? (e.g. need for reformulation? Additional funding, change of objectives)
- Were the capacities of the executing institution(s) and its counterpart properly considered during project design?
- Were the project activities/ interventions the best option for the target beneficiaries? What alternatives would have been more suitable?
- Were the partnership arrangements properly identified and roles and responsibilities negotiated prior to project approval?

**2. Implementation and Execution**

- Quality of Executing Agency SPREP (management inputs and processes, including budgeting and procurement, quality and timeliness of technical support); what should be improved for the future?
- Quality of UNDP Implementation (supervision, technical support, responsiveness to management issues); what should be improved in future interventions?
- What were the main bottleneck for implementation in terms of:
  - Planning
  - Financing
  - Technical execution
  - Reporting to UNDP / SPRE

**3. Results**

**3.1 Relevance:**

- Is the project relevant and coherent with Ethiopian needs, policies and strategies?

- Is the project reflects the needs of beneficiary community?
- Is the project coherent with UNDP programming strategy for Ethiopia?
- To what extent is the project suited to local and national development priorities and policies?
- To what extent is the project is in line with GEF operational programs?

### 3.2 **Effectiveness:**

- To what extent the project has enabled policy and institutional support for *in situ* conservation of agro-biodiversity and wild crop relatives in Ethiopia?
- To what extent has the project provided market-based incentive for farmer uptake of agro-biodiversity friendly practices, particularly for forest coffee, enset, teff and durum wheat?
- To what extent have Crop Wild Relatives and farmer varieties of forest coffee, durum wheat, enset and teff been conserved in situ gene banks and on-farm conservation sites?
- To what extent has there been increased food security and food production in relation to the Project in Ethiopia?
- The extent to which the project has led to a) mainstreaming climate change in participating countries; b) delivered demonstration projects; c), shared knowledge regionally.
- What factors have led to projects (or parts of projects) working well, and what national Ethiopian (and/or regional) lessons can be learnt from this?
- What factors were crucial for the achievement or failure to achieve the project objectives so far (indication of strengths and weaknesses, e.g. the monitoring and evaluation system)?

### 3.3 **Efficiency:**

- The extent to which the results have been achieved with the least costly resources possible, compared with alternative approaches to attain the same results.
- To what extent the project was delivered on time and budget, and reasons/lessons for discrepancies?
- Has the project been implemented efficiently, and cost-effectively?

### 3.4 **Sustainability:**

- How likely is the ability of the project to continue to deliver benefits for an extended period of time after completion in Ethiopia?
- To what extent is the project environmentally, financially and socially acceptable, and how does this impact upon the likelihood of sustainability?
- To what extent has there been in Ethiopia a development of capacities at different levels to aid in sustainability of outcomes?

### 3.5 **Impact:**

- To what extent were the originally intended, overriding objectives in terms of development policy (goals) realistic?
- What real changes has the activity made to the beneficiaries as a result of the project interventions? How many people have been affected?

#### **4. Finance**

- Identification of potential sources of co-financing as well as leveraged and associated financing
  - The amount of resources the project has leveraged since inception and how these are contributing to the project's ultimate objective
  - The reasons for differences in the level of expected and actual co-financing
- How would you rate the strength of financial controls during the project? Weak, moderate, strong?
- Including reporting, and planning that allow the project management to make informed decisions regarding the budget at any time, allows for a proper and timely flow of funds, and for the payment of satisfactory project deliverables?

#### **5. Lessons learned**

- What are the main lessons learnt from this project for your agency? (Technical, financial, in terms of implementation, planning, accrued knowledge and what should be avoided for future intervention?)
- What changes could have been made (if any) to the design of the project in order to improve the achievement of the project's expected results?
- What were the major challenges in implementing the project?



## *Annex 4: Project progress towards outcomes and outputs*

| Outcome/Output   | Planned Results/Activities   | Achievement   | %achievement | Variation             |
|--|--|---|--------------|-----------------------|
| <b>Outcome 1: Enabling policy and institutional framework supporting in situ conservation of agro-biodiversity and crop wild relatives</b>                 |  |   |              |                       |
| Output 1.1: Comprehensive Agro-biodiversity friendly policies developed and approved to promote Agro-biodiversity friendly production practices            | At least five policy documents reviewed and three Agro-biodiversity friendly principles generate   | seven policies were evaluated and gaps related to the institutional frameworks analysed and identified  | 140%         | 40% over-accomplished |
| Output 1.2: Local government strengthened to enforce policies and improve conservation of agrobiodiversity at woreda and kebele level in 4 project woredas | At least 3 local government authorities capacitated to enforce policies, sectoral guidelines, etc.   | Awareness creation trainings conducted in four (4) project sites for stakeholders (agriculture, coops promotion, finance and economy, and the woreda administrator) | 133%         | 33% over-achieved     |
| Output 1.3: Local Institutions have farmer variety bylaws and regulations in four project areas  | At least 4 FV policies applied in 4 pilot woredas  | Local variety bylaws and regulations on tef, wheat, enset, and forest coffee developed and applied by communities in 4 pilot areas                                  | 100%         |                       |
| Output 1. 4: National extension program promotes farmer varieties and land races   | At least four extension package development for farmers varieties prepared and research on increasing productivity of two farmer varieties conducted | National extension program now promotes farmer varieties and land races, i.e. 4 farmer varieties (tef, durum wheat, enset, and forest coffee) in 4 project sites    | 100%         |                       |

| Outcome/Output   | Planned Results/Activities  | Achievement   | %achievement               | Variation                                  |
|--|---|---|----------------------------|--|
| Output 1.5: Extension packages on FVs in place in 4 pilot sites using four crops as entry points   | At least 4 extension packages on FVs developed and adopted by end of project  | Extension package now promotes farmer varieties and land races, i.e. 4 farmer varieties (tef, durum wheat, enset, and forest coffee) in 4 project sites | 100%                       |  |
| Output 1. 6: Effective M&E system for assessing conservation   | Agri. Programs in 4 project sites adopt participatory M&E system for assessing conservation status  | Participatory M&E systems developed to assess the conservation status of FVs and clear reporting adopted 4 FVs  | 100%                       |  |
| Output 1. 7: A strengthened national institutional framework for agrobiodiversity  | Well-articulated national framework for agro-biodiversity conservation implemented by end of project  | Policy and institutional framework gap identified, EBI initiated and established 8 regional level branches  | 100%                       |  |
| <b>Outcome 2: Markets provide incentives for farmer uptake of agro-biodiversity friendly practices, particularly for Arabica coffee, enset, tef, and durum wheat</b>                                   |   |   |                            |  |
| Output 2.1: International and national demand for five agro-BD friendly products increased   | At least 4 marketing programs identified, differentiated and certified for products of 4 pilot areas  | Tef, durum wheat, enset and forest coffee marketing programs identified and linkages established  | 100%                       |  |
| Output 2.2: Production, processing and marketing of agro-biodiversity friendly products improved 4 pilot areas through formation of cooperatives with strong organizational and operational capacities | At least 4 cooperatives established and capacitated in 4 pilot areas  | 4 new cooperatives (1 in each project site) established and 5 old farmers' cooperatives strengthened (4 coffee and 1 durum wheat)                       | 100% in new coop formation | 5 older coops strengthened (over-achieved) |
| Output 2.3: Awareness creation on agro-biodiversity friendly products  | At least 10 international marketing campaigns on agro-BD friendly held, and agro-biodiversity products satisfy markets by 50% by end of project | Awareness of local stakeholders, one international exhibition in Doha, two exhibitions through market fairs, and two regional trade fairs               | 50%                        | Under-achieved                             |

| Outcome/Output  | Planned Results/Activities  | Achievement  | %achievement | Variation   |
|---|---|--|--------------|---|
| Output 2.4: Business and financial capacity in place to produce agro-BD friendly products and services in 5 pilot sites   | At least 60% of MSE engaged in agro-BD friendly businesses and services   | No engagement of SMEs and FMs, only cooperatives were engaged  | -            | Not achieved as planned   |
| Output 2. 5: Increased and stable income from certified and non-certified products growth in agro-BD friendly areas in 4 pilot sites  | At least 2 different international crop certification system established and 60% of coffee farmers in site sell product at premium                | Rain Forest Alliance (RA) certification system and protocol established in June 2013 and teff branding under way                     | 100%         |   |
| Output 2. 6: Verification and monitoring compliance of verification   | At least one protocol to verify and monitor compliance of certification developed and used effectively by end of project                          | Yayu forest coffee certified by Rain Forest Alliance. Rain Forest Alliance compliance mechanism adopted as indicated in audit report | 100%         | However, there is an issue of renewal                                       |
| <b>Outcome 3: Crop Wild Relatives and farmer varieties of wild Arabica coffee, durum wheat, enset and tef are conserved in in situ gene banks and on-farm conservation sites</b>  |   |  |              |   |
| Output 3.1: Four <i>in situ</i> gene banks and on-farm conservation sites covering a total of 500,000 hectares established to conserve 4 important crops and their wild relatives | The acreage of <i>in situ</i> /on farm gene banks in 4 sites increased by 500,000 ha by end of project to conserve 4 FVs and their wild relatives | Total of 193,212.6 hectares covered by farmers varieties (12,000 ha tef, 11,000 ha wheat, 127,000 ha coffee, and 43,212.6 ha enset)  | 38.6%        | 500,000 ha is too ambitious target  |
| Output 3.2: Capacitated and operational <i>in situ</i> gene banks in place  | Capacities for management of 4 conservation sites developed and areas certified as sources of landraces and WCR by end of project                 | 2 community gene banks (tef and wheat), 2 field gene banks (enset and coffee), and market sheds (teff and wheat) developed           | 100%         | Community gene banks not yet made operational                               |
| Outcome 3.3: Operational management arrangements in 4 conservation sites  | <i>In situ</i> gene banks management arrangement in 4 sites agreed and operational by end of project  | Community gene banks established but not operational; field gene banks for enset and coffee established and operational              | 85%          | Unclear mandates of gene banks and laboratory (cooperative, EBI or woreda); |

03/03/2016

| Outcome/Output   | Planned Results/Activities   | Achievement   | %achievement | Variation |
|--|--|---|--------------|-----------|
| Output 3.4: Effectiveness of institutions in the management of <i>in situ</i> gene banks | At least 4 capacity building programs developed and implemented in 4 sites | EBI, EIAR and MOANR structures from federal to community levels supported to enhance their responsibility in managing <i>in situ</i> conservation sites | 100%         |           |

**Overall Project Outcome RATING:** *Satisfactory (S)*

## Annex 5: Mission Itinerary and Sites Visited

| Date            | Tasks/Activities Performed  |
|-----------------|---|
| 04/01/2016      | Wubua Mekonnen, Project Manager, UNDP<br>Gemede Dalle, EBI Director General<br>Samuel Bwalya, UNDP Country Office Director  |
| 05 - 11/01/2016 | <b>Field Mission</b><br>Visits to the following project sites in this order:<br>Yayu Woreda (forest coffee conservation site)<br>Angacha Woreda (enset conservation site)<br>Gimbichu Woreda (durum wheat conservation site)<br>Minjar Shenkora Woreda (tef conservation site)<br>(i) Kinde Deressa, Marketing Specialist & Project Coordinator a.i.<br>(ii) Focus groups of project steering committees (Agriculture, Finance, Environment, Women, Cooperative Offices / Bureaus)<br>(iii) Focus group of farmers<br>(iv) Project Site Managers: Banchayehu Etana (Yayu), Asfaw Kerebo (Angacha), Basazin Woldemichael (Gimbichu),<br>(v) Interview of selected Cooperatives' management staff |
| 12/01/2016      | Meetings with managers and representative of Oromia Coffee Farmers' Cooperative Union and G-7 Sack/ Fibre Factory, respectively<br><br>Nekemte Melaku, Commercial Head – Oromia Coffee Farmers' Cooperative Union   |
| 13/01/2016      | Debriefing on Initial Findings<br>Dr. Asnake, Crop Research Head - EIAR Crop Directorate<br>Esayas Lema, Crop Development Specialist<br>Berhanu Tsejaye, Forest Coffee and Horticulture Specialist<br>MoANR Extension Directorate experts<br>2 <sup>nd</sup> Round Discussion with project manager, UNDP  |
| 14/01/2016      | Wubua Mekonnen, Project Manager, UNDP<br>Sinkinesh Beyene, Team Leader, CRGG Unit, UNDP   |
| 21/01/2016      | Debelu Bersisa, Project Coordinator   |
| 22/01/2016      | Etenesh Tilahun, Project Finance Officer<br>Kinde Deressa, Marketing Specialist & Project Coordinator a.i.  |

Final report Terminal Evaluation "Mainstreaming Agrobiodiversity into Agricultural Production Systems Ethiopia project

03/03/2016

|  |   |
|--|---|
|  | Ludwig Siege, GIZ CTA for 'Sustainable Development of the Protected Area System of Ethiopia Project |
|--|---|

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## ***Annex 6: List of Persons Consulted***

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1. Mr. Samuel Bwalya. Country Director. UNDP.
2. Ms Sinknesh Beyene, Team Leader – CRGG Unit, UNDP
3. Ms Wubua Mekonnen, Project Manager, CRGG Unit, UNDP
4. Gemedo Dalle (Ph.D.); Director General, EBI
5. Mr Kinde Deressa, Marketing Specialist, EBI
6. Asnakie Fikire (Ph.D.), Director – Crop Directorate, EIAR
7. Mr Esayas Lema, Crop Development Expert, Extension Directorate - MoANR
8. Mr Berihamu Tsegaye, Forest Coffee and Spices Expert, Extension Directorate –MoANR
9. Mr Adinkew Mezgebu, Manager, Kassem Farmers’ Cooperative Union
10. Mr Umer Wabie, Manager, Oromia Coffee Farmers’ Cooperative Union
11. Mr Desalegn Jana, Deputy Manager, Oromia Coffee Farmers’ Cooperative Union
12. Ms Nekemte Melaku, Commercial Head, Oromia Coffee Farmers’ Cooperative Union
13. Ms Kitima Worku, Planning and Programming Expert, G-7 Fibre Factory
14. Ms Banchayehu Etana, Project Site Officer, Yayu
15. Mr Asfaw Keribu, Project Site Officer, Angacha
16. Mr Basazin W/Michael, Project Site Officer, Gimbichu
17. Mr Shiferaw Woldie, Project Site Officer, Minjar Shekora
18. Mr Shemelis Molla, Gimbichu Woreda Administrator
19. Mr Begashaw Teklu, Minjar Shenkora Woreda Administrator
20. Mr. Ludwig Siege, CTA Sustainable development of the Protected Area System of Ethiopia Project / GIZ
21. Mrs. Etenesh Tilahun, Project Finance Officer
22. Mr Debelah, Project Coordinator
23. Focus Group Discussants, Yayu Woreda Project Steering Committee (# 9)
24. Focus Group Discussants, Angacha Woreda Project Steering Committee (#7)
25. Focus Group Discussants, Gimbichu Woreda Project Steering Committee (# 6)
26. Focus Group Discussants, Minjar Shankora Woreda Project Steering Committee (# 6)
27. Focus Group Discussants, Gechi Forest Coffee Farmers’ Cooperative Management Committee and Beneficiaries (4 Females and 8 Males), Yayu
28. Focus Group Discussants, Angacha Woreda Enset Producers and Marketing Cooperative Management Committee, Angacha
29. Focus Group Discussants, Project Beneficiaries (# 7), Field Gene Bank, Angacha
30. Focus Group Discussants, Arada and Surrounding Farmers Varieties Conserving and Marketing Cooperative Management Committee (#7), Gene bank area, Arada Kebele
31. Focus Group Discussants, Arada Women Association Management Committee and Members (# 5)
32. Focus Group Discussants, Bolo Silassie Farmers Tef Variety Conservation and Marketing Cooperative Management Committee (# 10), Bolo Silassie Gene Bank

Final report Terminal Evaluation "Mainstreaming Agrobiodiversity into Agricultural Production Systems Ethiopia project

03/03/2016

33. Focus Group Discussants, Cooperative Members and Non-Members (# 5), Bolo Silassie Gene bank.



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## ***Annex 7: List of Documents Consulted***

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1. GEF Project Information Form (PIF)
2. Project Document and Log Frame Analysis, October 2010
3. Project Implementation Plan
4. Project Implementation Review (PIR) OF UNDP Supported GEF Financed Projects, 2013 and 2014
5. Annual Performance Reports; Project Implementation Report (APR), 2012 and 2014
6. Project budget, broken out by outcomes and outputs
7. Audit Report on Financial Statements on UNDP/GEF Assisted Project, December 2013
8. Marketing Strategy for Agro-Biodiversity Products (Forest Coffee, Tef, Durum Wheat, and Enset), May 2012
9. Identification of Gaps and Formulation of Recommendations on Policies and Institutional Frameworks to Mainstream Agro-Biodiversity Conservation, January 2013
10. Developed National Extension Package for Agro-Biodiversity Products (Durum Wheat, Tef, Forest Coffee, and Enset): Amharic Version, December 2014
11. Report: Mid-Term Evaluation of “Mainstreaming Agro-biodiversity Conservation into the Agricultural Production Systems Ethiopia Project”, December 2014
12. Best Practices: Mainstreaming Agro-biodiversity Conservation into Agricultural Production Systems of Ethiopia Project, August 2015
13. Certificate: Yayu Coffee Forest Biosphere Reserve area Cooperatives, Rain Forest Alliance, Valid for June 2013 to June 19, 2016
14. UNDP-GEF Projects Terminal Evaluation Guide, UNDP Evaluation Office, 2012

## Annex 8: Evaluation questions matrix

| Evaluative Criteria Questions  | Indicators   | Sources  | Methodology                                |
|--|--|--|--|
| <b>Relevance: How does the project relate to the main objectives of the GEF focal area, and to the environment and development priorities at the local, regional and national levels?</b>  |  |  |  |
| • Is the project relevant and coherent with Ethiopian needs, policies, and strategies?   | • References in GoE policies, strategies   | • documents                                    | • documentary review                       |
| • Is the project reflects the needs of the beneficiary community?  | • Level of satisfaction / participation of beneficiaries   | • beneficiaries                                | • Interviews                               |
| • Is the project coherent with UNDP programming strategy for Ethiopia?   | • References of key thematic in relevant documents ; perception of implementation by UN staff  | • UNDAF, UNDP country programme                | • UNDP staff interview, documentary review |
| • To what extent is the project suited to local and national development priorities and policies?  | • Level of satisfaction / participation of institutions  | • Institution work plans, staff                | • Interviews & review of operational plans |
| • To what extent is the project is in line with GEF operational programs?  | • Coherence with GEF focal areas   | • GEF web site & GEF focal point               | • UNDP staff interview, documentary review |
| <b>Effectiveness: To what extent have the expected outcomes and objectives of the project been achieved?</b>   |  |  |  |
| • To what extent the project has enabled policy and institutional support for in situ conservation of agro-biodiversity and wild crop relatives in Ethiopia?                               | • Level of ownership at national and local level ; induced actions due to project's results ; review of indicators   | • GoE institutions at national & woreda levels | • Interviews                               |
| • To what extent has the project provided, market-based incentives for farmer uptake of agro-biodiversity friendly practices, particularly for forest coffee, enset, teff and durum wheat? | • Creation off cooperatives ; increase of members; added value In terms of quality / quantity for the farmers; implementation level of by-laws; review of indicators | • Administration staff & farmers               | • Interviews, review of by-laws            |

Final report Terminal Evaluation “Mainstreaming Agrobiodiversity into Agricultural Production Systems Ethiopia project

03/03/2016

|  |  |  |   |
|--|--|--|---|
| <ul style="list-style-type: none"> <li>To what extent have Crop Wild Relatives and farmer varieties of forest coffee, durum wheat, enset and teff been conserved in situ gene banks and on-farm conservation sites?</li> </ul>               | <ul style="list-style-type: none"> <li>Level of operationalisation &amp; management of gene banks; degree of completion of infrastructures for gene banks</li> <li>Review of indicators</li> </ul>                   | <ul style="list-style-type: none"> <li>Project sites, project staff &amp; local gene bank managers</li> </ul>  | <ul style="list-style-type: none"> <li><i>In situ</i> verification; interviews; review of management guidelines if any</li> </ul> |
| <ul style="list-style-type: none"> <li>To what extent has there been increased food security and food production in relation to the Project in Ethiopia?</li> </ul>  | <ul style="list-style-type: none"> <li>Farm production increase, income generation</li> <li>Review of indicators</li> </ul>  | <ul style="list-style-type: none"> <li>EBI annual report, project site managers, local Administration staff</li> </ul>                                   | <ul style="list-style-type: none"> <li>Documentary review, interviews</li> </ul>  |
| <ul style="list-style-type: none"> <li>The extent to which the project has led to a) mainstreaming climate change in Ethiopia; b) delivered demonstration projects; c) shared knowledge regionally.</li> </ul>                               | <ul style="list-style-type: none"> <li>Adoption of policy / strategy changes by GoE ; adoption of project results (e.g. by-laws, extension package) by local Administration</li> <li>Review of indicators</li> </ul> | <ul style="list-style-type: none"> <li>EBI annual report, project site managers, Sectoral Ministries, local Administration staff</li> </ul>              | <ul style="list-style-type: none"> <li>Strategic documents, PSC minutes, documentary review, interviews</li> </ul>                |
| <ul style="list-style-type: none"> <li>What factors have led to projects (or parts of projects) working well, and what national Ethiopian (and/or regional) lessons can be learned from this?</li> </ul>                                     | <ul style="list-style-type: none"> <li>Analysis of lessons learned / best &amp; worst practices</li> </ul>   | <ul style="list-style-type: none"> <li>Specific technical documents; UNDP &amp; project staff</li> </ul>   | <ul style="list-style-type: none"> <li>Documentary review, interviews</li> </ul>  |
| <ul style="list-style-type: none"> <li>What factors were crucial for the achievement or failure to achieve, the project objectives so far (an indication of strengths and weaknesses, e.g. the monitoring and evaluation system)?</li> </ul> | <ul style="list-style-type: none"> <li>Analysis of hypothesis, risks</li> </ul>  | <ul style="list-style-type: none"> <li>PIR, EBI annual reports, PSC minutes, UNDP, EBI &amp; project staff</li> </ul>                                    | <ul style="list-style-type: none"> <li>Documentary review, interviews</li> </ul>  |
| <b>Efficiency: Was the project implemented efficiently, in-line with international and national norms and standards?</b>   |  |  |   |
| <ul style="list-style-type: none"> <li>The extent to which the results have been achieved with the least costly resources possible, compared with alternative approaches to attain the same results.</li> </ul>                              | <ul style="list-style-type: none"> <li>Review of project costs</li> </ul>  | <ul style="list-style-type: none"> <li>Project staff &amp; EBI staff ; PIR &amp; EBI annual reports</li> </ul>   | <ul style="list-style-type: none"> <li>Interviews &amp; documentary review</li> </ul>   |
| <ul style="list-style-type: none"> <li>To what extent the project was delivered on time and budget, and reasons/lessons for discrepancies</li> <li>Has the project been implemented efficiently, and cost-effectively?</li> </ul>            | <ul style="list-style-type: none"> <li>Analysis of implementation / activity delivery delays</li> </ul>  | <ul style="list-style-type: none"> <li>Project staff &amp; EBI staff; PIR &amp; EBI annual reports</li> </ul>  | <ul style="list-style-type: none"> <li>Interviews &amp; documentary review</li> </ul>   |
| <ul style="list-style-type: none"> <li>Degree of operationalization of the project's M&amp;E system and effective leverage to induce change of management / implementation</li> </ul>  | <ul style="list-style-type: none"> <li>Periodicity of meetings &amp; follow-up of meetings</li> </ul>  | <ul style="list-style-type: none"> <li>Project staff &amp; UNDP staff; PSC minutes; PIR &amp; EBI annual reports</li> </ul>                              | <ul style="list-style-type: none"> <li>Interviews &amp; documentary review</li> </ul>   |
| <ul style="list-style-type: none"> <li>What is the project's exit strategy?</li> </ul>   | <ul style="list-style-type: none"> <li>Degree of ownership of results and anticipated level of dependence after project completion</li> </ul>  | <ul style="list-style-type: none"> <li>Project staff &amp; UNDP staff, beneficiaries &amp; local Administration; PIR &amp; EBI annual reports</li> </ul> | <ul style="list-style-type: none"> <li>Interviews &amp; documentary review</li> </ul>   |

| Sustainability: To what extent are there financial, institutional, social-economic, and/or environmental risks to sustaining long-term project results?   |  |  |                                     |
|---|--|--|-------------------------------------|
| • How likely is the ability of the project to continue to deliver benefits for an extended period of time after completion in Ethiopia?   | • Review of activities that will strengthen sustainability   | • Annual reports, project staff  | • Documentary review and interviews |
| • Did the project empower the final / institutional beneficiaries to increase the likelihood of sustainability of the project’s results?  | • Likelihood or evidence of off-project actions that will increase the sustainability of project results | • External stakeholders, Ministries & Administration staff, cooperatives staff | • Interviews                        |
| • To what extent is the project sustainable at technical, institutional, social and cultural, levels? Are results financially / economically sustainable?   | • Review of risks & mitigation measures  | • PRODOC & annual reports  | • Documentary analysis              |
| • To what extent did the capacity building activities contribute to sustaining the outcomes?  | • Level of institutional ownership   | • Ministries & Administration staff; UNDP & project staff                      | • Interviews                        |
| Impact: Are there indications that the project has contributed to, or enabled progress toward, reduced environmental stress and/or improved ecological status?  |  |  |                                     |
| • To what extent were the originally intended, overriding objectives in terms of development policy (goals) realistic?  | • Degree of achievement of primary objectives (indicators)   | • Annual reports & PIR, project & UNDP staff                                   | • Documents review, interviews      |
| • What is the level of results’ ownership by the final / institutional beneficiaries?   | • Level of project results achievements and appropriation by relevant stakeholders                       | • Annual reports & PIR, beneficiaries, project & UNDP staff                    | • Documents review, interviews      |
| • Did the project empower the beneficiaries to enhance the impact of project’s results / outcomes?  | • Level of independence of beneficiaries to pursue project related activities                            | • Annual report & UNDP, project staff, beneficiaries                           | • Documents review, interviews      |
| • What real changes (economic, social, institutional, environment, gender...) have the activities made to the beneficiaries as a result of the project interventions? How many people have been affected? | • Change analysis of beneficiary situation   | • Final beneficiaries, Administration staff                                    | • Interviews                        |
| • (Non-) project-induced replication effect   | • Number of replications (copy-paste effects)  | • Project staff and local Administration                                       | • Interviews                        |

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## ***Annex 9: Brief Expertise of Consultants***

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Mr Abera Gayesa:

(abera.gayesa@gmail.com)

- MSc and BSc in Agricultural Economics,
- Trainings on Project Management and International Agricultural Marketing
- Export Marketing Specialist,
- Agricultural Market Study Specialist,
- Program Planning, Monitoring and Evaluation Expert and Coordinator,
- Market Situation Analyst,
- Project formulation and appraisal,
- National plan and strategy preparation,
- Development programs/projects evaluation,
- Programs or projects impact assessment,
- Food security analyst,
- Development program master plan study,
- Business plan development,
- Investment projects feasibility Studies,
- Scoping studies,
- Baseline surveys,
- Knowledge of study tools development and application

Mr Vincent Lefebvre:

(lefebvrevinc@gmail.com)

- Programme management & coordination / project formulation & implementation, M&E - knowledge of PCM, logical framework & ZOPP methodologies / equipment specifications.
- MA in tropical agriculture and post-graduation in business administration
- Programme & project evaluation / technical audit / institutional appraisal: analysis of relevance / effectiveness / efficiency / social, institutional & economic impact / political, social & cultural, technological, institutional & financial sustainability / cross cutting issues (gender, AIDS, environment & institutional capacity building); questionnaires design & interviews of beneficiaries.
- Data acquisition methods for evaluations: questionnaires drafting & interviews of beneficiaries; SWOT analysis; (semi-) structured interviews, focus groups.
- Knowledge of monitoring & evaluation methodologies (incl. Management Effectiveness Tracking Tool).

03/03/2016

- Food security / Agronomy / agro-forestry / agro-industry / agro-climate and climate mitigation - adaptation / horticulture.
- Cartography / remote sensing / mapping / GIS (Arcinfo, Mapinfo, Ilwis) / Database management systems (MECOSIG, COONGO).
- Land & water resources evaluation / crop potential analysis / participatory rural appraisals / natural resources management / mountain agro-ecosystems.
- Soil survey / soil conservation / soil fertility.
- Statistics including programming in SAS & Delphi.
- Renewable energies (wind, bio-diesel, rape seed oil).

## Annex 10: Location of Project Sites



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## ***Annex 11: Evaluation Consultant Code of Conduct and Agreement Form***

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### **Evaluators:**

1. Must present information that is complete and fair in its assessment of strengths and weaknesses so that decisions or actions taken are well founded.
2. Must disclose the full set of evaluation findings along with information on their limitations and have this accessible to all affected by the evaluation with expressed legal rights to receive results.
3. Should protect the anonymity and confidentiality of individual informants. They should provide maximum notice, minimize demands on time, and respect people’s right not to engage. Evaluators must respect people’s right to provide information in confidence, and must ensure that sensitive information cannot be traced to its source. Evaluators are not expected to evaluate individuals, and must balance an evaluation of management functions with this general principle.
4. Sometimes uncover evidence of wrongdoing while conducting evaluations. Such cases must be reported discreetly to the appropriate investigative body. Evaluators should consult with other relevant oversight entities when there is any doubt about if and how issues should be reported.
5. Should be sensitive to beliefs, manners and customs and act with integrity and honesty in their relations with all stakeholders. In line with the UN Universal Declaration of Human Rights, evaluators must be sensitive to and address issues of discrimination and gender equality. They should avoid offending the dignity and self-respect of those persons with whom they come in contact in the course of the evaluation. Knowing that evaluation might negatively affect the interests of some stakeholders, evaluators should conduct the evaluation and communicate its purpose and results in a way that clearly respects the stakeholders’ dignity and self-worth.
6. Are responsible for their performance and their product(s). They are responsible for the clear, accurate and fair written and/or oral presentation of study imitations, findings and recommendations.
7. Should reflect sound accounting procedures and be prudent in using the resources of the evaluation.



### Agreement to abide by the Code of Conduct for Evaluation in the UN System

**Name of Consultant:** Vincent LEFEBVRE

Name of Consultancy Organization (where relevant): \_\_\_\_\_

**I confirm that I have received and understood and will abide by the United Nations Code of Conduct for Evaluation.**

Signed at Brussels on 02/03/2016

Signature: \_\_\_\_\_

### Agreement to abide by the Code of Conduct for Evaluation in the UN System

**Name of Consultant:** Abera GAYESA

Name of Consultancy Organization (where relevant): \_\_\_\_\_

**I confirm that I have received and understood and will abide by the United Nations Code of Conduct for Evaluation.**

Signed at Addis Ababa on 02/03/2016

Signature: \_\_\_\_\_

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Times New Roman, Underline, Font color: Black

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<sup>19</sup>[www.unevaluation.org/unegcodeofconduct](http://www.unevaluation.org/unegcodeofconduct)

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## ***Annex 12: Evaluation Report Clearance Form***

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*(to be completed by CO and UNDP GEF Technical Adviser based in the region and included in the final document)*

Evaluation Report Reviewed and Cleared by

UNDP Country Office

Name: \_\_\_\_\_

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

UNDP GEF RTA

Name: \_\_\_\_\_

Signature: \_\_\_\_\_ Date: \_\_\_\_\_