

Federal Democratic Republic of Ethiopia

Community-Based Integrated Natural Resources Management Project (CBINReMP)

Supervision Report

Main Report and Appendices

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Abbreviations and Acronyms

ACSI	Amhara Credit and Savings Institution
ADLI	Agricultural Development Led Industrialization
AMIP	Agricultural Marketing Improvement Programme
ANRS	Amhara National Regional State
ARARI	Amhara Region Agricultural Research Institute
AWPB	Annual Work Programmed and Budget
BoA	Bureau of Agriculture
BoFED	Bureau of Finance and Economic Development
BoWRD	Bureau of Water Resources Development
CBD	Convention on Biological Diversity
CBINReMP	Community-Based Integrated Natural Resources Management Project
DA	Development Agent
ELTAP	Ethiopian Land Tenure and Administration Program
EPA	Environmental Protection Agency
EPLAUA	Environmental Protection, Land Administration and Use Authority
FTC	Farmer Training Centre
GDP	Gross Domestic Product
GEF	Global Environmental Facility
GoE	Government of the Federal Democratic Republic of Ethiopia
ha	Hectare
IBc	Institute for Biodiversity Conservation
IFAD	International Fund for Agricultural Development
ILDp	Integrated Livestock Development Project
KLAUPC	Kebele Land Administration and Use Planning Committee
LTW	Lake Tana Watersheds
MDG	Millennium Development Goal
MFI	Microfinance Institution
MoFED	Ministry of Finance and Economic Development
MTR	Mid-Term Review
NAP	National Action Program
NEPAD	New Partnership for Africa's Development
NGO	Non-Government Organisation
NRM	Natural Resource Management
NSLMSC	National Sustainable Land Management Steering Committee
ORDA	Organisation for Rehabilitation and Development in Amhara
PASDEP	Plan for Accelerated and Sustainable Development to End Poverty
PCR	Project Completion Report
PLO	Project Liaison Office (PLO)
RCBP	Rural Capacity Building Project
RUFIP	Rural Financial Intermediation Programme
SDPRP	Sustainable Development and Poverty Reduction Programme
SIP	Strategic Investment Programme
SLM	Sustainable Land Management
SSA	Sub-Saharan Africa
TVET	Technical and Vocational Education Training
USAID	United States Agency for International Development
USD	United States Dollars

A. Introduction¹

1. The International Fund for Agricultural Development (IFAD) fielded a Mission to the Federal Democratic Republic of Ethiopia during the period 15th September to 4th October 2013 to supervise and, where required, provide implementation support to the Community-Based Integrated Natural Resources Management Project (CBINReMP). The objectives of the Mission were to: (i) assess the overall implementation progress of the Project and the likelihood of achieving the development objectives, identifying implementation bottlenecks, if any, and advising how to resolve them. The Mission evaluated implementation progress made against planned activities of the approved 2012/13 Annual Work Plan and Budget (AWPB). The assessment of progress was measured against targets set out in the Logical Framework as well as AWPB targets; (ii) review the preparedness for and progress in implementing the 2013/14 CBINReMP approved AWPB and provide any implementation support to the different implementing agencies as needed; (iii) review fiduciary aspects, focussing on financial management, disbursement and procurement issues and assess provision of counterpart funds in terms of amount and timeliness, where applicable and compliance with loan covenants; and (iv) overview of issues affecting sustainability related to institution building, rural poor empowerment, beneficiary participation, responsiveness of service providers and exit strategy.
2. The Mission held discussions with the Ministry of Agriculture (MoA) and key implementing institutions, such as the Bureau of Agriculture and Rural Development (BoARD), Bureau of Environmental Protection Land Administration and Use (BoEPLAU), the Organization for Rehabilitation and Development in Amhara (ORDA) in the Amhara National Regional State (ANRS). Discussions were also held with CBINReMP's Regional Project Coordination and Management Unit (RPCMU)² to discuss issues related to the Project's implementation progress, including any constraints encountered. The Mission visited selected Project sites to interact with the target groups and assess benefits to them. Places visited included Leway (East Este Woreda), Awoset, Arga, Ata Didim (Farta Woreda), Wereba Bahr (Lay Gaynt Woreda), Chechula, Gind Meteya (Lay Armacho Woreda), Lozamariam (Gondar Town), and East Zelesa (Dangla Zuria Woreda). Round-up meetings were held on 26th September 2013 with the RPCMU and the Deputy Head of BOARD. The purpose of the round-up meetings was to present the Mission's observations, conclusions and recommendations on the Project. A full list of participants in the different Mission meetings is given in Annex I.
3. The Mission would like to express its appreciation for hospitalities and courtesies extended by the Government of the Federal Democratic Republic of Ethiopia (GoE) in the conduct of its work. The Mission also thanks the RPCMU staff for the assistance provided to the Mission, including their contributions to this Report.

B. Overall Assessment of CBINReMP Implementation

4. CBINReMP is in its third year of implementation and the overall physical implementation of the Project has progressed satisfactorily. It is noted that from the onset, the RPCMU did a good job of working towards ensuring a total buy-in into the Project's goal and development objectives by the beneficiary communities. This was partly achieved through the establishment of Project structures at the local level. These serve as the link between the Kebele Project activities and the RPCMU at the regional level. They have the responsibility to oversee project

¹Mission composition – The Mission was led by Mr Abebe Zerihun (Country Programme Officer) and assisted by Ms Hanneke Vermeulen (Associate Professional Officer, APO). The following were the other team members: Mr Shakib Mbabaali (Agricultural Economist/Monitoring and Evaluation Specialist/Deputy Mission Leader); Mr Richard Batamanye (Financial Management/Procurement Specialist); Ms Chiara Romano (Gender and Targeting/Land Tenure Specialist); Mr Ulrich Piast (Biodiversity and Climate Change Specialist); Mr Guido Rutten (APO/Watershed Management Specialist); Ms Wairimu Mburathi (Knowledge Management Specialist); and Ms Dominique Magada (Communication and Knowledge Management Specialist).

²The Regional Project Coordination and Management Unit team consisted of Mr Markos Wondie (Soil and Water Expert/Ag. CBINReMP Coordinator; Mr Worknew Andarge (Forestry Expert); and Mr Zelalem Mibret (Financial Manager).

implementation in their respective Kebeles. Indications, thus far, are that good work has been done to ensure a satisfactory implementation of Project Activities. However, it should be noted that the delay in establishing a CBINReMP results-based monitoring and evaluation system is making it difficult to track cumulative progress towards achieving the Project goal and development objectives. The RPCMU is making an effort to track progress in an unstructured manner. While the information compiled gives a reasonably good indication of progress for a given Project Year, more work needs to be done to refine the information related to cumulative achievements. Therefore, the brief overall assessment presented hereunder is only partial and not comprehensive enough to cover all Project activities.

5. **Component A – Community-Based Integrated Watershed Management** – essentially aims at putting in place structured measures for: a) Participatory watershed management; b) Improved pasture and participatory forest management; c) Off-farm soil and water conservation; d) On-farm soil and water conservation; e) Biodiversity and ecosystem conservation; f) Participatory integrated wetland ecosystem conservation; g) Land certification. The component is making substantial progress with activities directed at both natural resource management and poverty reduction. The combined effects of these activities are already visible in the field, through regeneration of indigenous species and the re-appearance of springs as a result of groundwater recharge.
6. A number of community watershed management plans have been put in place. As of June 2013, about 341 (50% of cumulative target) plans had been completed. These plans are being used to guide implementation of the watershed development activities. About 2,763 ha (88% of target) of degraded communal grazing land had been enclosed. In addition, the area is being enriched improved forage species for use as fodder using a cut and carry system. The forage is shared equally by all community members; those without animal sell it and use the proceeds to purchase other household needs.
7. With regard to Participatory Forest Management (PFM), progress has been generally slow. A number of factors are responsible for the slow progress. Some of such factors include: a) PFM is a new concept in the region and will take time to change people and institutional mind set at all levels; b) there was no Forestry Expert assigned to the Project to guide implementation of PFM-related activities; and c) since the design of the Project, some policy changes have taken place and these have had a direct implication to Project implementation. For example, the Amhara Forest Enterprise was established in 2009 and mandated to develop, protect and utilize state owned forests in Amhara Region.
8. The introduction of alternative energy sources has made good progress. Over 500 biogas plants (over 1,250% of target) had been installed in different households. These have not only reduced the consumption of firewood but also the burden on women and children who are usually responsible for gathering the firewood.
9. Land certification has also made considerable progress. About 260,879 (60% of the target) land registration entries had been refined and 271,958 (43% of target) had been entered into the computerised system. This is contributing to create efficiency in the process of certifying land storage of the associated data.
10. **Component B: Institutional, Legal and Policy Analysis and Reform** – This component aims at creating an enabling policy and legal environment and institutional capacity at the local and regional levels to sustainably mainstream SLM principles into regional policies, strategies, and action plans with regard to agriculture, forestry and water development. Progress has been very slow. The process of reviewing policies and legal framework for natural resources management and environmental conservation has been initiated but not yet completed and, therefore, no reforms have been enacted yet.
11. **Component C: Project Coordination and Knowledge Management** – This component is supposed to support planning, implementation and financial management of overall CBINReMP

activities. It is also supposed to ensure linkage with relevant ongoing projects in the region, and secure harmony within the framework of the regional and national SLM platforms. The Mission noted that the RPCMU is understaffed and, therefore progress on implementing many of these activities have tended to lag behind. The component is also supposed to support the development of results-oriented monitoring and evaluation system to strengthen regional capacity for monitoring and evaluating the impact of investments on household food security, incomes, environment, etc. But the system is yet to be put in place. Likewise, a knowledge management strategy has not yet been instituted.

12. **Component D: Sustainable Adaptation to Climate Change** – Climate change is a reality and it is a global issue that is affecting different parts of the world variously depending on the phenomenon exhibited. Implementation of this component started late but reasonable progress has been made. Stakeholders at the regional, zonal and woreda levels have been introduced to the concept and processes of adaptation to climate change. Selection and demarcation of the micro-watersheds have been undertaken and several platforms to steer implementation of adaptation and mitigation to climate change activities have been created at the local level. Capacity building at the different levels (implementing agency, woreda and kabele) has been undertaken.

C. Outputs and Outcomes

13. The Mission commends the RPCMU for the efforts being made to present implementation progress in a manner that shows achievements made compared to set targets. However, the Mission established that more work is still needed to verify the data at the different levels of aggregation so as to rid it of the inherent inconsistencies. But, considering that the Project does not have a Monitoring and Evaluation Officer, it is unlikely that the requisite interventions to improve the situation will be undertaken in the near future. Nonetheless, the Mission was able to use the information contained in the Implementation Progress Report together with the views and information obtained from the field to approximate implementation progress during the 2012-13 Project Year. The summary findings are presented hereunder.
14. **Component A: Community-Based Integrated Watershed Management** – This component is subdivided into seven subcomponents.
15. *Subcomponent A.1: Participatory Watershed Management* – Several activities were planned.
 - Participatory preparation of a database of existing land use patterns and natural resources – The information will be used to map the current land use patterns of the Lake Tana Watershed (LTW) and this will, in turn, be used to monitor the dynamics of land use during the course of project implementation. A draft version of the report on this activity has been prepared. It was agreed that for the finalization of this activity, emphasis should be put on the use of the database, both for M&E (land use changes) and planning (prioritization of micro-watersheds) purposes. Furthermore, since the database covers the full region, once finalized, the report should be shared with the regional Sustainable Land Management (SLM) Platform;
 - Participatory Integrated Watershed Management plan preparation – During the Project Year under review, 195 (53% of target) micro-watershed plans were developed through participatory processes. The plans are meant to guide proper implementation of the watershed development activities.
16. A number of capacity building activities at different levels (zonal, Woreda, Kebele and Sub-Kebele) had been planned but were not undertaken due to various reasons, including lack of suitable trainers.
17. With the majority of micro-watershed plans established, the focus of this subcomponent should gradually shift towards ensuring sustainability and uptake of the plans by other projects. Focus should also be given to adapting the plans to natural and societal dynamics while monitoring their quality on a regular basis. It was agreed that the Project develops a strategy for ensuring

sustainability and uptake, in terms of activities to be carried out by different stakeholders, preferably through the regional SLM Platform organized consultations.

18. *Subcomponent A.2 – Improved Pasture and Participatory Forest Management* – The activities planned and implemented included the following:
 - Participatory and Communal Forest management – About 73 community-owned (51% of the target) and 30 project-led (100% of annual target) nurseries have been established. Furthermore, 17.7 million seedlings have been produced (46% of annual target). All these are being used to rehabilitate degraded communal lands and reforestation forest lands owned by local institutions, such as churches. Mission field visits to selected sites established that these lands had begun to regenerate. However, the Mission noted that further clarification on the concepts of participatory and communal forest management is required. This, especially in light of post-design and ongoing changes in national forestry policies and the institutional arrangements related to these. Reported figures show slow progress on forestry-related training. However, during consultations with the RPCMU, the Mission established that trainings have taken place. Similarly, further clarification should be sought for reported and planned figures on targets in terms of hectares under improved forest management;
 - Demonstration and Promotion of Alternative Energy-Saving Technologies – Under this intervention, planned activities included constructing household biogas plants and dissemination of energy-saving stoves with the aim of reducing the pressure on forest resources. The establishment of biogas plants has been quite successful. The annual target was 160 biogas plants. But, the Project constructed 461 biogas plants; 288% of the target. The demand for biogas plants from the target beneficiaries is very high. Collaboration between CBINReMP and the National Biogas Programme has been fruitful on different fronts. First of all, it has made it possible to reach a wider number of beneficiaries. Secondly, collaboration in terms of technical assistance and innovations is at the verge of making it possible to develop biogas stoves for preparing injera. It is estimated that using biogas for household cooking needs, including the preparation of injera, could reduce the household's use of firewood by over 90%. In addition, the biogas technology is being linked to the household pit-latrines; this is an improvement in the respective households' human sanitation. With regard to the energy efficient stoves, a total of 1,056 (28% of planned target) have been distributed. In some other countries where similar stoves have been introduced, firewood consumption has been reduced by three-folds. The Mission was advised to estimate reduced firewood use due to improved stoves. Overall, the Mission established that the highly diminished demand for firewood as a result of the introduced energy saving technologies makes the beneficiary communities willing participants in the different conservation activities.
19. *Subcomponent A.3 – Off-farm Soil and Water Conservation* – Activities under this subcomponent are meant to control erosion and rehabilitate damaged areas. Activities undertaken included hillside terracing, trenches, eyebrow basins, percolation pits, micro-basins, stone check-dams, brushwood check dams and gabion check dams. Soil and water conservation activities undertaken covered a total of about 3,269 ha of degraded land (20% of annual target). Reported figures and observations from field visits indicate that community participation in terms of labour is high with per capita contributions being underestimated in the budget. This is a very good indication of the communities' dedication and preparedness to conserve and benefit from the environment in which they live.
20. The Mission commends the Project's implementation strategy on the combined use of physical and biological interventions. However, the quality of higher-complexity interventions (e.g. gully treatment) is found to be lacking. Therefore, it was agreed that more training on these interventions will be provided at Woreda and Kebele level and that recent interventions are revisited where required.
21. Activities on biophysical monitoring have not progressed during 2012-2013. Unfortunately, the Mission was not able to discuss with the Bureau of Water, the institution responsible for these activities. To address difficulties with delayed baseline studies and to increase cost-

- effectiveness of biophysical monitoring, collaboration with the Tana-Beles project could be sought. An assessment of indigenous knowledge has not been carried out. The report on the land and natural resource database, which already identified some practices, could be used to catalyze progress on this activity.
22. *Subcomponent A.4: On-Farm Soil and Water Conservation* – Impressive progress has been made in this area. About 41,878 ha (85% of target) were covered with on-farm soil and water conservation activities. Activities implemented included construction of stone bunds (7,327 km), soil bunds (31,393 km), cut-off drains (306 km) and waterways (738 km). Similar to off-farm activities, community participation was high and possibly underestimated in reported figures.
23. Execution of planned training was low. For the Zonal and Woreda staff, a total of 42 staff (27% of target) were trained; for development agents and supervisors, 169 (25% of the target) were trained and 2,520 farmers (14% of the target) received the training. These activities require continued attention and should be strengthened in 2013-2014. The training is increasing the capacity of the different stakeholders at the different levels (Zone, Woreda, Kebele, Sub-Kebele) to promote, mainstream and apply SLM practices in a sustainable manner.
24. *Subcomponent A.5: Biodiversity (BD) and Ecosystem Conservation* – Activities under this subcomponent are subcontracted to the Ethiopian Institute of Biodiversity (EIB, formerly IBC). After the signature of the Memorandum of Understanding in April 2012, activities were implemented under the AWBP 2012/13. One focus was on awareness rising and 4 sessions on biodiversity and ecosystem conservation were held with local stakeholders, community leaders, churches and monasteries. Also, a workshop on water hyacinth eradication in Lake Tana was organized with 80 participants. An area study was undertaken and 5 gene banks established, each representing a specialization in different indigenous species. For each gene bank, 10 households were selected as custodians and together with other community members trained in gene bank management (160% of target). Construction of the gene banks is nearly completed and with the coming harvest, indigenous species will be bought from the custodians to be stored in the banks. An ongoing difficulty is that no regional government body is yet assigned responsibility for BD. Although this is in progress, it hinders close technical follow-up and monitoring, which cannot be provided by EIB.
25. *Subcomponent A.6: Participatory Integrated Wetland Ecosystem Conservation* – The interventions under this subcomponent will lead to the establishment of comprehensive and sustainable management plans. These plans will build on existing traditional institutions and knowledge to be reinforced by training and capacity building of technical staff at Kebele and Woreda levels, and leaders of Community-Based Organisations. A group of six institutions and agencies have analyzed data and drafted conservation plans for 10 wetlands in the region, out of overall project target of 30. External capacity is required for the finalization of these plans, for which a request has been made but not yet approved. In PY 2013-2014, five plans are to be drafted, while another five will be handled by a German NGO (NABU) for which the consortium has drafted the TORs. It was agreed that the RPCMU follows up on the finalization of these plans in order to proceed towards implementation of wetland conservation.
26. *Subcomponent A.7: Land Certification* – Lack of land tenure security has been identified as a major cause of land degradation. It discourages investments in land improvements and encourages over-exploitation of (common) land and natural resources. The interventions under this subcomponent aim at the production of a land register, including maps and reflecting ownership of land. Accordingly, certificates will be issued to the respective owners. This will give them the authority to hold, use and manage the land as set out in the Proclamation.
- *First level land certification* – First level certification was completed for 142,799 holdings (85% of target). This included refining the existing data for 129,931 holdings (93% of the annual target) and issuing first level certificates for 12, 868 (47% of annual target). The Project had planned to register an additional 5,000 holdings; by the end of the year, the number had more than tripled to a total of 19,387. This was great progress.

Activities were also planned for computerization of data. This is essential in order to make data management easy and efficient. As per the plan, all twenty data encoders were recruited and trained in the Information System for Land Administration (ISLA). About 143,033 land holdings (82% of the annual target) were computerised and data for about 50,237 households (40% of the annual target) was verified for consistence.

- *Second Level Certification:* The objective of the interventions under this activity is to provide land titles, complete with the relevant map of the land in question. In line with the Regional Government strategy, CBINReMP is to initiate second level certification in 5 selected Woredas where urban development has encroached on agricultural lands. The identified five sites are Gonder, Bahir Dar, Dangla, Debre Tabor and Woreta. To that effect, BoEPLAU has made available the equipment for undertaking the requisite Cadastral Survey of the peri urban areas. For the period under review, the plan was to survey a total of 15,400 Ha and to provide second level certificates for 3,000 holdings. However, Cadastral Survey has been undertaken on only 2,688 ha (17% of the target) in one kebele and no second level certificates were issued. The low achievement rate is partly a consequence of the late start of the exercise; implementation of these activities started in April 2013. Most of the equipment needed for the exercise were procured but, for some of them, they are yet to be delivered to the Amhara Region, as is the requisite training on how to use the equipment. All the planned but unimplemented activities were rolled over to the 2013-14 AWPB.
27. As part of the land certification process, a number of activities to strengthen institutional capacity, particularly at the Woreda and Kebele levels, were planned. These are aimed at not only facilitating CBINReMP activity implementation but also at sustaining the interventions made after the Project ends. To that effect, the training was given as follows: 130 (54% of the target) Zonal and Woreda land experts, 423 (225% of target) of the Kebele land experts, 6,213 (67% of target) of the Kebele Land Administration and Use Committee (LAUC) members and 3,446 (61% of target) members of other grassroots supportive bodies were trained. With regard to women land owners, a total of 4,171 (117% of target) women were trained in legal-related aspects. Such training has contributed to improving their empowerment, particularly awareness on legal land rights. However, the Mission observed that the same awareness and knowledge should also be availed to the Kebele administrative officers/experts and LAUC members dealing with land-related issues, such as inheritance. This is particularly relevant for cases of inheritance involving women and minors. Training should be provided for Kebele and Sub-Kebele land administration experts and LAUC members on dispute resolution (including negotiation skills and application of rules and regulations of the regional land policy and gender) where such a need has been identified. Identification of training would be done as part of a training need assessment exercise aimed at identifying areas of weaknesses and gaps
28. **Component B: Institutional, Legal and Policy Analysis and Reform.** For the 2012-13 Project year, the plan was to: a) update the Regional Conservation Strategy and Action Plan for Combating Desertification; b) development of policies and strategies for wetland and grazing land management; and c) update legislation for the Amhara Forest Action Project. For the Regional Conservation Strategy and Action Plan for Combating Desertification, BoEPLAU has continued with the updating process. In May 2013, it convened a consultative workshop, in Dangila, that brought together some of the interested stakeholders (such as the different Regional Bureaus, Universities, research institutions, etc.). The objective was to discuss the draft that had been developed and to solicit ideas. The process is expected to be completed in 2014.
29. With regard to the development of the policies and strategies for wetland management and grazing land management, little or no progress is being made. It is reported that the responsible institution has overlapping responsibilities and, as such, cannot get the time to undertake the activity. The Bureau of Agriculture needs to address the issue as soon as possible. Concerning the legislation for the Amhara Forest Action Project, all actions are delayed due to an

- institutional rearrangement that is taking place at the Federal level which will also have a direct impact at the Regional level. Until the rearrangement is completed, no progress is expected.
30. The component also seeks to strengthen institutional capacity at the Kebele, Woreda, and regional levels to mainstream SLM principles into regional policies, strategies, plans and legal/regulatory framework. In order to enhance institutional capacity, a training needs assessment (TNA) is supposed to be undertaken to identify knowledge capacity gaps in SLM amongst staff and communities, followed by the development of training curricula, materials and training plan. However, no steps have been undertaken to carry out a TNA. The Project is urged to plan for a TNA to initiate the undertaking of this activity.
31. **Promotion of off-farm employment opportunities** – The Project seeks to organize and train the landless, near-landless, and the unemployed youth to engage in off-farm income generating activities (such as sericulture, bee-keeping, poultry, etc.) followed by linkages with the on-going IFAD financed Agricultural Marketing Improvement and Rural Financial Intermediation Programmes. The Project planned to train and expose 7,849 of this target group in alternative/off-farm employment opportunities. During 2012-13, 1,349 (1,033 males and 316 females) or about 17% of the target were trained. Field visits also revealed that some of them had already started to engage in the alternative activities. However, the Mission established that no plans were being made to link the groups to organised markets. This is an issue that needs to be addressed urgently.
32. **Component D: Sustainable Adaptation to Climate Change** – All activities under this component are subcontracted to Organisation for Rehabilitation and Development in Amhara (ORDA). The activities are implemented in three highland Woredas (Farta, East Estie and Laygaynt) around Mount Guna in the east of Lake Tana.
33. *Subcomponent D.1: Adaptation to Climate Change* – Interventions under this subcomponent centre on identifying and facilitating the implementation of agricultural measures suited to the changing climate and alternative livelihood strategies. In addition, technologies and various other approaches are piloted, both on-farm and through off-farm alternative livelihoods. To this end, 5 farmer research groups (FRGs) (42% of the annual target) were established and, together with other local beneficiaries, trained on on-farm research measures for adapted agricultural plants they were provided with. Within this context, two small-scale irrigation schemes were improved and upgraded. Extending the training and experience sharing to Woreda officers and project staff has not been undertaken so far.
34. Good progress was made with community-based watershed management. In each Kebele in the three Woredas, community watershed management teams were established in a participatory approach. A broad training programme on watershed management approaches and concepts was launched, mostly for community members, but also for Woreda officers and ORDA staff. Geographic Information System (GIS) tools were purchased and practical training on Global Position System (GPS) and GIS application given to 10 community team members to establish thematic maps. Jointly with the community watershed management teams, 22 micro-watershed development plans were established. Together with the 12 micro-watershed plans established in AWBP 2011/12, the overall achievement here represents 76% of the project target.
35. The target of preparing 300 ha of degraded communal land for rehabilitation with soil and water conservation measures (SWC) was nearly reached – 298 ha were treated, with a strong community labour contribution of 167,256 person days. Off-farm SWC activities were extended to 1,921 ha (123% of the target), including physical stabilization and planting of another 1 million seedlings. Together with the same number of the previous AWPB and the 1 million seedlings prepared for the next planting season, 100% of the overall target can be reached.
36. Income generating activities (IGA) considerably picked up pace in 2012/13. Based on an extensive survey, apple seedlings, potatoes, cabbage, garlic, beans, hops, highland bamboo

- and oil seeds (*camelina sativa*) were distributed together with basic training on growing techniques. About 64 selected youth (113% achievement) received 20 apple root-stocks each and received relevant training to start apple nurseries. The recipients were also organized in village saving and loan groups and received training in basic entrepreneurial skills and techniques (144 groups, or 80% of the target).
37. At both Woreda and Kebele level, climate change platforms were established, 3 and 12 respectively, each comprising of 10-15 members (100%). The Woreda platforms and ORDA staff already received training on climate change risk and vulnerability (CC R&V) assessment tools, and a similar set of training on CC R&V for the Kebele level is planned for the months of October to December 2013. Actual risk and vulnerability assessments are programmed, but not yet carried out.
38. *Subcomponent D.2: Mitigation to Climate Change* – Interventions under this subcomponent aim at increasing carbon sequestration, avoidance of fires, and reduction of deforestation and degradation. In addition to exploring and encouraging alternative energy sources, the subcomponent looks into issues related to carbon-market mechanisms and explore possibilities to pay for maintaining/improving carbon-rich natural resources, especially forests and wetlands. In each of the 12 Kebeles, a community-based organization was established and trained to grow adapted fuel wood species (e.g. different acacia, cupressus and juniperus species) in village nurseries and to plant these as part of the watershed management plan. A further mitigation measure is the dissemination of 2,000 more fuel-efficient stoves (28 % of the target). As already highlighted in Subcomponent A2, household biogas plants were developed and installed in collaboration with the national biogas programme.
39. However, how these measures, together with agricultural adaptation and watershed rehabilitation, are linked to specific mitigation targets (i.e. the sequestration of carbon) is not specified and it appears that neither a baseline was established nor that related assessments are in preparation. The overall mitigation target of the Project is stated as 700,000 tonnes in soil and vegetation cover.
40. Similarly, only initial activities for carbon markets were started but no actual results are achieved so far. A Climate Change training was organized for ORDA staff and Woreda officers, provided by the federal Environmental Protection Agency. A knowledge sharing visit to a Woreda in Tigray region also strengthened Climate Change experience for staff. Due to lacking expertise, no carbon market trainings or carbon sequestration assessments have been made so far. However, 4,615 ha on Mt. Guna were closed off in May 2013 to initiate natural rehabilitation and allow for carbon potential assessment.
41. Various outreach materials, such as leaflets and t-shirts, were produced and distributed, Project videos and awareness raising information aired on the regional TV, and posted online on the ORDA website and YouTube. A best practice study in Amharic has been produced; the English version was about to be finalized by the time of the Mission. Knowledge management activities at the local level are lagging behind target, as the carbon trainings have yet to be brought to this level.

Agreed action	Responsibility	Agreed date
1. Finalize the production of a land and natural resource use database and discuss on the regional SLM platform.	BoEPLAU	December 2014
2. Develop a strategy for ensuring sustainability and uptake of micro-watershed plans, preferably through consultation on regional SLM platform.	RPCMU	June 2014
3. Report on the concepts of participatory and communal forest management, the identification of suitable sites with specified interventions, and revise target outputs.	BoARD	December 2013
4. Increase efforts on training of Woreda and Kebele staff on the design and maintenance of higher-complexity interventions (e.g. gully treatment) and revisit interventions where required.	BoARD	March 2014
5. Include in the 2003/14 AWBP a budget line for local monitoring and follow-up of interventions related to Biodiversity, to be assigned to BoA and Bahir Dar University	ICB/EIB & RPCMU	November 2013
6. Follow up on the finalization of drafted wetland ecosystem conservation plans.	RPCMU	November 2013
7. Undertake training of Zonal, Woreda and kebele land officials on dispute-resolution and application of land policy principles.	BoEPLAU	December 2013
8. Ensure initiation of activities related to the development of the policies and strategies for wetland management and grazing land management.	BoARD	January 2014
	RPCMU	June 2014
9. Undertake a TNA to identify knowledge gaps in SLM amongst staff and communities. Based on the TNA findings, develop the training curricula and a training plan.		
10. Detail Adaption to Climate Change budget with funds spent and committed or programmed until end of December 2013. Prepare work plan and budget for January-June 2014 to demonstrate how committed funds will be spent.	ORDA	November 2013
11. Jointly (ORDA & RPCMU) assess approaches and best practice for watershed management and incorporate these into CBINReMP.	ORDA/RPCMU	December 2013
12. Link up with other ongoing Reducing Emissions from Deforestation and Forest Degradation (REDD+) activities and community carbon programmes in Ethiopia to receive training and seek expert input to carbon assessment and sequestration potential.	ORDA	December 2013
13. Jointly develop an exit strategy for interventions under the Adaption to Climate Change Component and integrate the Component's Woredas in CBINReMP activities after June 2014.	ORDA/RPCMU/BOARD	December 2013

D. CBINReMP Implementation Progress

42. **Project Management** is generally less than satisfactory. The Project is into its third year of implementation but overall coordination and management need improvement. This observation is largely attributed to a number of factors. Some of such factors include the following: a) high staff turnover at the top level of Project Management – in less than three years of Project implementation, CBINReMP has had two Project Coordinators and two Monitoring and Evaluation Officers. In fact, during much of the same period, the two positions were being administered by the same person; it has been only a very short period when the Project had both the Coordinator and the M&E Officer. By the time of the Mission, the Project neither had a substantive Project Coordinator (an acting Coordinator had been put in place a few weeks before the Mission) nor an M&E Officer. These conditions have meant sub-optimal Project coordination and management; b) understaffing of the RPCMU – many of the positions at the RPCMU have not been filled. This has tended to make it difficult for the RPCMU to adequately guide and supervise activity implementation; and, c) many of the Woreda staff that are charged with the responsibility of overseeing CBINReMP activities have a number of other competing assignments; this has meant that, sometimes, Project activity coordination and implementation have not received the due attention they desire.

43. Some of these coordination and management-related difficulties are, in fact, reflected in the preparation and consolidation of the Project AWPB. While the process is, indeed, participatory, the inadequate staffing has meant that the consolidation and verification stages tend to take longer. This leads to a late submission of the draft to the approval channels (Regional and Federal Steering Committees). By the time the draft is formally sent to IFAD for review and expression of 'No Objection' the Project Year has already commenced. This is in contravention of the Financing Agreement Covenants. The submission of the AWPB to IFAD for its review and expression of 'No Objection' by IFAD is a condition for disbursement of funds from the loan and grant accounts in respect of expenditures for each project year.
44. Some of the other Project Management issues are related to fiduciaries; these are detailed in Section E: Fiduciary Aspects.
45. On a positive note, the effort made by the Project to partner with other development partners in implementing some of the CBINReMP activities is recognised. Particular mention is made of the partnership established with the Netherlands-funded National Biogas Programme in establishing biogas plants. The partnership made it possible to establish many more plants than would otherwise be the case. This is part of the mitigation to climate change-related activities; the objective is to explore and encourage alternatives to firewood from indigenous trees, such as the use livestock dung to produce biogas.
46. **Monitoring and Evaluation** – The Mission noted that the RPCMU has a basic system in place to monitor implementation progress. The Project is commended for the efforts made to produce a data set that monitors the progress being made. However, the understaffing-related problems of the RPCMU have made it difficult for verification of the collected data. As such, some of the data was found to inconsistent. In addition, the system is not necessarily structured and not comprehensive enough to adequately capture progress at the different regional levels and, at the same time, link it to the Federal SLM M&E system to ensue synergies and sharing of information and results between the federal and regional systems. The linkage would also ensure that the data collected and processed by and within the framework of the CBINReMP M&E are relevant to, and required by, the Federal SLM M&E framework.
47. It had been foreseen that a detailed design of the M&E system, to be fully compliant with IFAD's Results and Impact Management Systems (RIMS), would be undertaken in Project Year 1, together with baseline study. However, conditions prevailing at the RPCMU have meant that both of these crucial steps in putting the system in place have been delayed. The Understaffing of the RPCMU has delayed, and continues to delay, implementation of key CBINReMP activities. The process of putting in place a sound M&E system for the Project is one of such activities that continue to suffer consequences of an understaffed RPCMU. The few (and overstretched) staff at the RPCMU have tried their best to recruit consultancy services to undertake the design of the M&E System. The process has, understandably, been protracted and, as of the time of the Mission, no consultancy had been secured as yet. The last time the Project invited for bids (February 2013), the quoted prices were well over the amount allocated to the activity. The process was cancelled and a decision has been made to allocate more funds to the activity. The activity has been rolled over to the 2013/14 AWPB. When the AWPB completes its approval process, the RPCMU intends to restart the bidding process. and action is awaiting ion of for the indeed paralysed As per the Financing Agreement, the Project is supposed to have a fulltime Monitoring and Evaluation Officer. The Officer is supposed to work with the different stakeholders to develop and continuously oversee a relevant, effective and user-friendly CBINReMP M&E System.
48. It is expected that when a system is finally put in place, it would collect and appropriately store relevant information (outputs, outcomes, impact, different experiences encountered, successful approaches and lessons learned, etc.) about the different Project interventions, analyse the information gathered and produce reports that provide enough information to enable IFAD, GoE and the other co-financing partners to make relevant and appropriate decisions. It had also

been foreseen that the Project would put in place a Knowledge Management (KM) system that would ensure that the knowledge generated by CBINReMP is appropriately documented, analysed, shared and used to continuously improve Project implementation. The need for the M&E and KM systems to be fully linked is emphasised; the feedback to emanate from such a linkage would enable the necessary adjustments to be made, on a continuous basis, in order to improve the systems. The Project expects to partner with a sister Project (Tana Beles) to develop a Management Information System.

49. **Baseline Survey** – According to the Financing Agreement, a baseline survey was supposed to be undertaken during the first Project Year. This would provide information about verifiable indicators as a benchmark for assessing impact of the Project interventions in line with the Project's goal, objectives and activities as contained in the logical framework. Such benchmarks would be developed as a reference point when organising repeat surveys and or when conducting CBINReMP Mid-term Review and end-of-project evaluation. Unfortunately, the baseline survey was not undertaken in the first year as had been foreseen. The process of procuring consultancy services to undertake the survey started in 2012. In February 2013, a successful bidder (Temesgen Consultancy Services) was selected. An agreement was signed between the Bureau of Agriculture and Temesgen Consultancy Services on 9th April 2013. By the time of the Mission, the company had started to deliver some of the expected outputs.
50. The late undertaking of the baseline survey implies that the state of conditions that existed in the Project areas prior to CBINReMP interventions cannot exactly be established. Therefore, it might be difficult to appropriately attribute the impact of the CBINReMP interventions.
51. **Coherence between AWPB and Implementation** – Activity implementation has, generally, followed the stipulations of the approved AWPB but the timing, in some cases, was rather late. Some of the implementing agencies have reported a delay in accessing the needed funds as a reason for the late start in activity implementation. This is partly responsible for the partial implementation of planned activities. The Project succeeded to implement about 60% of its planned activities. The other reason relates to the understaffing of the RPCMU, as highlighted in the Project Management section. However, it is noted that in some cases, actual implementation exceeded the set annual targets. Some of such activities include the establishment of biogas plants, First Level Certification, the establishment of environmental clubs and others. In addition, counterpart contributions from the participating communities far exceeded what had been planned in AWPB; this is an indication of the communities' dedication the objectives of the Project.
52. **Targeting Approach** – The target group consists of rural households in the Lake Tana Watersheds. These are people that depend on agriculture, livestock, and exploitation of natural resources (mainly forests for fuel wood, building materials, and fishing) to earn a living. This process, along with other factors, has gradually contributed to serious degradation of the environment in which the people live and derive livelihoods from. The Project aims at addressing the root causes of land degradation and introducing measures for sustainable land management in Lake Tana Watersheds. The Project is doing a very good job at sensitizing the target communities. The Mission visited and interacted with some of the participating communities; it emerged that they are well aware of the need to take good care of the environment in which they live. This is reflected in the considerable contributions that the communities are making towards implementing many of the requisite activities.
53. It is relevant to note that the criterion for the selection of beneficiaries of biogas plants is related to the number of cows owned; the beneficiary should have at least 3 cows. In order to reach more women and poor people with the introduction of energy saving stoves, it is recommended that a direct targeting approach be employed whereby the very poor beneficiaries (those who cannot benefit from the other services that require asset ownership (such as a biogas plant that needs a minimum of 3 cows)) are sought out.

54. **Gender Focus** – The Project strategy is to promote gender balance and ensure that women are fully represented in the decision making processes. One area in which this is largely being achieved is the Land Certification. Within the target area, all women-heads of households have been provided with land certificates. In addition, family land is being registered, and certificates issued, as co-owned by both husband and wife. With regard to representation on the different committees, efforts are being made to increase the presence of women. However, representation in committees at regional, zonal and woreda levels is, generally, still low compared to the set target (at least 40%). In this regard, there is a need for the Project to increase the number and focus of activities aimed at awareness rising on gender related issues at the community level (administrative and the general community) targeted at both men and women.
55. **Poverty Focus** – The CBINReMP target group are subsistence farmers or fisher folk with a per capital income of less than USD 80 per annum, the near landless, landless, and unemployed youth. These are all poor people with little hope of getting out of poverty in not helped. The Project is actually reaching many of its target groups. Some of the unemployed youth, landless and near-landless are being organised into groups and facilitated to operate income-generating activities (bee-keeping, crop-production, small-stock production, etc.). The Mission visited and interacted with some of the groups. In other instances, these target groups were beneficiaries to land redistribution; this was land that was being wrongly owned by individuals (such as Government employees) that are supposed to own land.
56. **Knowledge Management** – The Mission noted that internal information and knowledge exchange mechanisms developed by the Project was generally working well. Currently, meetings at the Kebele level take place every two weeks between watershed management committees and land use committees, participatory forest management user groups and the relevant Kebele administrators. This arrangement has developed the communities' input of information to enhance administrative records for the land certification process and ensured appropriate technical support for land and water and natural resource conservation efforts. Meetings provide an opportunity to express ongoing challenges and requests for ongoing activities. Of significant importance, this has developed beneficiary awareness and ownership of the conservation practices.
57. National and international sharing symposia have catalyzed community action and ownership of project activities. National exposure visits have been undertaken by 1,152 experts (942 males and 210 females) and 1,295 farmers (1,231 males and 125 females). In addition, 23 Bureau and Division heads and experts attended training on conservation measures in Tanzania. This experience is key to launching community engagement to dedicate their labour and maintain conservation efforts.
58. A regional quarterly report is submitted with inputs from Woreda, Kebele and Bureau experts and a meeting is held once every six months with the participation of Kebele, Woreda and regional officials from the Bureau of Agriculture. Constraints within the current internal communication structures include a lack of resources (telephone credit and transportation) and platforms to facilitate internal communication between the community, Government officials and experts. Currently, there is limited feedback, follow up budget status and requests for technical support at a higher (regional and national) level. Limited information exchange between the various Bureaus engaged in the project.
59. Planning and initiating a systematic process to monitor progress and document successes, may also develop internal communication structures, advancing knowledge management practices during project implementation.
60. Documentation of best practices and dissemination of information (print, imagery, video and audio) have been undertaken in a fragmented manner. Establishing an archive of disseminated and compiled materials is recommended. In addition, as impacts become evident, a

detailed/intensive a structured documentation of successes and constraints will advance the compilation and identification of up-scalable interventions.

61. Developing a communications strategy to plan and identify appropriate tools to reach out to targeted audiences (beneficiary communities, implementing agencies, governments, micro-finance institution, etc.). This is key to up-scaling activities to advance linkages with the relevant institutions, for the sustainability of conservation activities and the advancement of institutional support and policy change. A communications strategy and structured knowledge exchange will develop cohesive messages about Project activities with verified and consistent data on impacts.
62. **Innovation and Learning** – CBINReMP implementation approach is generally innovative. It is exploiting the important linkages between environmental degradation, rural poverty, and climate change. It is introducing and promoting simple and affordable technologies for the rehabilitation of degraded lands while providing employment opportunities outside agriculture. The approach is putting particular emphasis on the participatory development process; this is strengthening and empowering the communities and their organizations. The Project is succeeding to introduce and promoting the use of alternative rural energy supply in order to conserve forests, and improve soil productivity. Mention is made of the biogas stove that is being piloted that would be used by households bake injera. Preliminary indications are quite promising. However, the process to capture lessons learned in a structured manner is not yet in place. This will make it difficult to mainstream the experiences learnt under the Project into public strategies and policies and used in scaling-up best practices in other parts of the country.

Agreed action	Responsibility	Agreed date
1. Recruit the Project Coordinator and M&E Officer.	BOARD	Immediately
2. Establish a CBINReMP M&E system.	RPCMU	March 2014
3. AWPB preparation should be initiated in a timely fashion to meet the inherent deadlines and allow for a timely commencement of activity implementation.	RPCMU	December 2013
4. Allocate additional office space to RPCMU.	BOARD	December 2013
5. Employ a direct targeting approach focusing on women and the very poor when distributing the energy saving stoves.	RPCMU	November 2013
6. Ensure that a knowledge management and communications strategy is developed alongside the M&E System.	RPCMU	March 2014

E. Fiduciary Aspects

63. **Financial Management.** CBINReMP's Financial Management has been progressively improving. Approved Statements of Expenditure (SOEs) are being submitted to the RPCMU; this is an indication of improved fiduciary responsibility at the Woreda level. However, there is still ample room for improvement. The practice of submitting SOEs to the RPCMU on a quarterly (as opposed to monthly) basis has tended to delay the replenishment process. Therefore, there is a need to restructure the Woreda level accounting processes to ensure a timely collection and submission of SOEs; this would contribute to improving the efficiency of the replenishment cycle. The Mission noted that the chart of accounts structure has been set-up to monitor expenditure by financier, by component, by category, as well as by individual activity in the AWPB. However, there is a need to amend the chart of accounts to align the budget and expenditure to the amended Financing Agreement and to capture expenditure incurred at the Federal Project Coordination and Management Unit (FPCMU).
64. The Mission noted that prior to the amendment of the Financing Agreement, IFAD had pre-financed GoE expenditure by ETB 2,366,011 (about USD 131,445). This money is yet to be recovered. It is recommended that efforts be made to have it refunded by GoE by 31st December 2013.

65. *Back-up of accounting records* – The Mission noted that despite the existence of data backup equipment, financial data was not being backed up. The Mission recommends that Peach Tree accounting data be periodically backed-up and the backed-up data be stored off-site
66. *Asset Register* – Whereas a fixed asset register exists, it had not captured the date of acquisition, the cost of assets and was not regularly updated. It is recommended that the register is updated promptly as and when new assets are acquired and should capture asset details, including cost and date of acquisition.
67. **Disbursement.** As at 31st August 2013, the IFAD Loan and Grant were 26% disbursed (SDR 2.28 million of SDR 8.8 million allocated); the GEF grant was 22.7% disbursed (USD 1.0 million of USD 4.4 million allocated) and the Spanish grant was 42% disbursed (USD 0.748 million of USD 1.768 million). Overall, as of 31st August 2013, USD 5.3 million of the USD 19.6 million allocated (IFAD loan and DSF grant, GEF and Spanish grants), including the authorized allocation, had been disbursed. Thus, as of the same date, a balance of USD 14.3 million was available to be accessed by the Project. This is a moderately satisfactory disbursement rate.
68. The Mission was concerned with the slow implementation progress of activities under Category I (Planting and Construction materials) and Category IV (Training) which were allocated a combined total of USD 12.9 million (representing 73% of the total IFAD and GEF funding). Only USD 1.7 million (13% total allocation) has been disbursed. Category V (Platform for Climate Change) and Category VI (Climate Change Micro-Projects) of the Spanish grant amounting to a combined total of USD 0.95 million (or 54% of the total Spanish grant allocation) is yet to be disbursed.
69. The turnover of Withdrawal Applications (WAs) is very low; this is attributed to delays in submitting SOEs and underlying support documents. In addition, the Project submits a hard copy to the IFAD Country Office and waits for action by IFAD; this is insufficient. It is recommended that the Project should submit advance e-copies of the WAs followed up with hard copies both to IFAD Regional Loan Administration Unit and the Country Office. This would quicken the review and approval process and facilitate timely disbursement.
70. The Mission further recommends that:
- Financial reports, SOEs and the underlying support documents be submitted to the RPCMU on a monthly basis in line with GOE reporting requirements and WAs raised upon raising a minimum withdrawal amount; and
 - Activity implementation on categories I and IV of the IFAD loan, DSF and GEF grants; and categories V and VI of the Spanish grant should be scaled up.
71. *Designated Accounts* – The Mission reviewed the reconciliations for the two Designated Accounts. It noted that the last reconciliation was done on 8th April 2013. As of that date, the authorized allocation of USD 1.5 million (in respect of IFAD loan, DSF and the Spanish grants) and USD 0.5 million (in respect of GEF grant) had been accounted for. The Mission further noted that reconciliations were being done only for WA submissions. As of 31st August 2013, USD 1,018,007, representing 51% of the total authorized allocation, had been drawn from the designated accounts and not yet claimed. Such a practice presents an acute cash flow problem to the Project. The Mission recommended that SOEs in respect of the unclaimed amount be urgently compiled and submitted to IFAD for replenishment. In addition, reconciliations for the two Designated Accounts should be undertaken on a monthly basis.
72. *Annual Work Plan and Budget (AWPB)* – For the year 2012/13, budget performance was at about 19% (about ETB 47 million of the approved budget of ETB 246 million was spent). This was an unsatisfactory budget performance. With regard to the 2013/14 AWPB, the Mission was unable to establish with certainty the actual expenditure as of 31st August 2013; this was because financial reports from Woredas had not been submitted.

73. A review of the 2013/14 AWPB revealed that it was not aligned to the fund availability in the respective Categories. There is plan to purchase a motor vehicle of USD 55,000 using IFAD resources. However, the Mission noted that the IFAD loan and grant allocation for vehicles and equipment is already overspent by USD 80,000. The Spanish grant allocation for this Category is left with a balance of only USD 28,000. The Mission recommends that the plan to procure a vehicle be dropped.
74. It was also observed that preparation and submission of the 2013/14 AWPB was quite late. This contributed to the late approval of the AWPB. It is, therefore, recommended that the process of budget preparation and submission to the relevant channels for review, approval/provision of No Objection be expedited to facilitate timely activity implementation.
75. *SOE Spot check* – The Mission reviewed SOEs and other support documents for WA No.8 (already disbursed) and WA No.9 (being prepared for submission). Most of the underlying supporting documents were still at ORDA and the respective Project Woredas. This presented a challenge to a comprehensive SOE review. The Mission reiterates an earlier recommendation to have SOE supporting documents collected at the RPCMU to facilitate a proper review either by IFAD Missions or Auditors. The BOA should allocate the Project more space to facilitate storage of these documents.
76. **Counterpart Funds.** As per the amended Financing Agreement, the GOE is providing counterpart funding through foregone taxes. However, whereas the Progress Report indicates that the beneficiaries are making a considerable contribution in the course of implementing different activities, the Project has not been consistently capturing and reporting this contribution. Hence there is a need to develop a systematic procedure of capturing and reporting such contributions.
77. **Compliance with Loan Covenants.** The Project has generally complied with most of the Financing Agreement covenants. Some of the exceptions include: a) delays in submitting AWPBs; b) delayed development of an M&E System; c) reply to the Management Letter of the Auditors for Project Year1; d) and language of documents supporting WAs (some documents are provided in Amharic).
78. **Procurement.** Most of the procurements planned for the year 2012/13 were executed. The Mission noted that fifty (50) motorcycles procured through UNOPS and delivered in March 2013 had not been distributed to the individual Project Woredas as of 31st August 2013. This was attributed to delays in having them registered and failure to secure transport. These should urgently be distributed to the beneficiary Woredas to improve efficiency in activity implementation.
79. It was noted that the Project has not maintained a contracts register and contract monitoring forms. It is cumbersome to establish contractual obligations, status of contracts and number of executed contracts. A contracts register with all contracts including closed contracts should be generated. Contract monitoring forms for all ongoing and subsequent contracts should be generated, maintained and updated to improve contract management.
80. **Audit.** The audit report for the financial year 2011/12 gave unqualified opinions (clean opinions) for the financial statements, designated accounts and SOEs. Except for a pre-financing by IFAD of ETB 2,366,011, there were no other observations in the Management Letter. The Mission noted that the financial statements were not prepared in compliance with IFAD requirements and the audit Terms of Reference. Issues observed include: a) no statement of comparison of budget against actual expenditure by component and category; b) no statement of fixed assets with cumulative figures; c) no cumulative status of funds per category and per component; d) Designated Accounts reconciliation did not follow IFAD format for audit purposes and by the time of the Mission the Project had not submitted response to the Management Letter. The audit report was submitted on 18th April 2013; three months later than the due date. This is non-compliant with the Financing Agreement.

Agreed Action	Responsibility	Agreed date
1. Update fixed assets register	RPCMU Accountant	October 2013
2. Back up Peach Tree accounting data	RPCMU Accountant	Ongoing
3. Amend chart of accounts to accommodate amendments of the financing agreement	RPCMU Accountant	October 2013
4. Collect all SOE support documents at RPCMU	RPCMU Accountant	December 2013
5. Refund ETB 2,386,011 pre-financed by IFAD	Regional Government	October 2013
6. Prepare draft financial statements for audit	FPCMU - FMS	Immediately
7. Respond to audit Management Letter with an action plan	Project Coordinator	October 2013

F. Sustainability

81. The beneficiary communities have been sensitised about the benefits of taking care of the environment in which they live. Communities are being given the lead role in watershed planning and management, land administration, certification and registration, and in all activities related to rehabilitation of degraded lands. The Mission talked to some of the communities during field visits and it emerged that the feeling of secure land ownership (through registration and certification) and the right to manage and exploit common properties (communal rangeland and communal forestry) are providing incentives for committed participation. This dedicated participation by the beneficiary communities is reflected in the considerable in-kind contributions of own labour and materials towards planned activities. The Project is also providing improved institutional capacity at the different levels of intervention (Sub-Kebele, Kebele, Woreda and regional levels). All these are ingredients that are contributing to sustaining the different interventions made by CBINReMP.
82. Lastly, CBINReMP implementation is fully integrated within the existing institutional, strategy and policy framework of the Amhara Regional Government; these procedures and processes will continue to exist after Project implementation. The recurrent cost is generally borne by the Regional Government. Therefore, no heavy recurrent budgetary burden is expected after the Project. However, there is a need for the Project to establish an exit strategy and make plans to implement the strategy a few years before the end of the Project.

G. Other

83. **Supervision Missions for 2014** – Based on experience and given the need for effective implementation support, the Mission proposes that the 2014 Supervision Missions for CBINReMP be scheduled as follows:

Mission Schedule	Focus of Mission
March 2014	-Mid-Term Review of the Project; -Review of the draft 2014-15 AWPB, provision of comments; -Field Visits (Amhara Region).
September 2014	-Review of the 2013-14 Annual Progress Reports; -Review of the 2013-14 Financial report; -Examination of preparations for implementing the 2014-15 work plan and provision of assistance as maybe required; -Field Visits (Amhara Region).

H. Conclusion

84. The Mission is satisfied with the implementation progress being made by most of the implementing partners. Thus far, the indication is that the primary objective of combating land degradation and promoting sustainable land management so as to increase agricultural productivity, household food security and incomes will be mostly achieved. The commitment by the beneficiary communities is an indication that they are convinced of the Project's integrated

and participatory approach to addressing issues related to poverty reduction and land degradation and to promote sustainable land management so as to increase agricultural productivity, household food security and incomes. However, there are number of internal factors that are negatively affecting Project implementation progress. Such factors include: a) inadequate staffing of the RPCMU is making it difficult for the unit to appropriately guide and supervise implementation of Project activities; b) the multiple responsibilities given to the Woreda focal persons implies that not enough time and focus are being given to Project activities; c) inadequate office space for the RPCMU makes it hard for the unit to appropriately store all the relevant Project documents. In addition, once fully staffed, the unit would not be able to accommodate all the staff. To that effect, the Bureau of Agriculture is urged to ensure that the issues identified above, and others within its realm of power, are addressed to facilitate Project implementation in a way that would permit attainment of the stated development goal and objectives in a sustainable manner.

Appendix 1: Summary of Project Status and Ratings

A. Basic Facts

Country	Ethiopia	Project ID	1424	Loan/DSF Grant No.	777 , 8032
Project	Community-based Integrated Natural Resources Management Project			Top-up Loan/DSF Grant	
Date of Update	29 th September 2013				
Supervising Inst.	IFAD				
No. of Supervisions	3	No. of Implementation Support/Follow-up missions	4		

					USD million	Disb. rate %
Approval	30-Apr-2009			Total financing	27.20	
Agreement	19-Jun-2009	Effectiveness lag	10.7	IFAD Total	13.02	
Entry into force	17-Mar-2010	PAR value	-----	IFAD loan	6.51	27
First disbursement	08-Jun-2011			DSF grant	6.51	27
MTR		Last amendment	28-Nov-2012	IFAD grant		
Original completion	31-Mar-2017	Last audit	18-Apr-2013	Domestic Total	8.01	
Current completion	31-Mar-2017			Beneficiaries	5.23	**
Original closing	30-Sep-2017			Government (National)	2.78	9
Current closing	30-Sep-2017			External Co-financing Total	6.17	
No. of extensions	0			GEF	4.40	23
				Spanish Grant	1.77	42
Last Supervision	September 2013	Last Implementation Support/Follow-up mission	18-May-2013			

B. Project Performance Ratings

B.1 Fiduciary Aspects			Last	Current	B.2 Project implementation progress			Last	Current
1. Quality of financial management			3	3	1. Quality of project management			4	3
2. Acceptable disbursement rate			3	4	2. Performance of M&E			3	3
3. Counterpart funds			5	5	3. Coherence between AWPB & implementation			3	3
4. Compliance with financing covenants			4	3	4. Gender focus			4	4
5. Compliance with procurement			5	4	5. Poverty focus			5	5
6. Quality and timeliness of audits			3	3	6. Effectiveness of targeting approach			4	4
					7. Innovation and learning			5	5
					8. Climate and environment focus			--	5
B.3 Outputs and outcomes			Last	Current	B.4 Sustainability			Last	Current

FEDERAL DEMOCRATIC REPUBLIC OF ETHIOPIA
Community-Based Integrated Natural Resources Management Project (CBINReMP)
Supervision Report - Mission Dates: 15th September to 4th October 2013

1. Component A: Community-Based Integrated Watershed Management	4	4	1. Institution building (organizations, etc.)	4	4
2. Component B: Institutional, Legal and Policy Analysis and Reform	3	3	2. Empowerment	4	4
3. Component C: Project Coordination and Management	4	3	3. Quality of beneficiary participation	5	5
4. Component D: Adaptation to Climate Change	--	4	4. Responsiveness of service providers	5	5
			5. Exit strategy (readiness and quality)	4	4
			6. Potential for scaling up and replication	5	5

B.5 Justification of ratings

Most of the ratings under Sections B1, B2, B3 and B4 have been left at the previous Mission's level because they are doing as good as was the case then. There are a few exceptions. The disbursement rate has been increased to a 4 because it is generally in line with the Project Disbursement Profile. Compliance with the Financing Covenants has been downgraded because the RPCMU is understaffed, the M&E system is not in place, and the baseline survey has not been concluded. Compliance with Procurement has also been downgraded. The Project does not have a Project Officer and, as such, the procurement processes tend to be protracted. Quality of Project Management (as well as the Component on Project Coordination and Management) was downgraded. The Project has been without a substantive Project Coordinator for several months. The person who was acting in that capacity was also the M&E Officer. This made it impossible to adequately cover both posts. As a result some, tasks such Installation of the M&E System and the accompanying Management Information System have not been undertaken. The Project implementation progress data that has been compiled is not subjected to verification. As such, there are a several inconsistencies that could lead to misinterpretation of the data.

The Mission noted that the Previous Mission had not rated a couple of important aspects of the CBINReMP Project. The Mission, therefore, decided to initiate the rating accordingly. The first aspect relates to Section B2: Climate and environment focus. The Mission rated that aspect as a '5'. This was based on the fact that CBINReMP is, primarily, focused on conserving the environment and strategies associating with adaptation to climate change. In addition, it was the Mission's establishment that implementation of activities related to environmental conservation and climate change was proceeding well. The second aspect relates to Section B3: Component D – Adaptation to Climate Change. It is noted that this was a late addition to CBINReMP. The Mission observed that although implementation of this component started led, considerable progress has been made and the majority of the target outputs and outcomes are expected to be met.

C. Overall Assessment and Risk Profile

		Last	Current
C.1	Physical/financial assets	4	4
C.2	Food security	4	4
C.3	Quality of natural asset improvement and climate resilience		4
C.4	Overall implementation progress (Sections B1 and B2)	4	4
Rationale for implementation progress rating: There are three technical components. Of the three, implementation of two of them (Component a: Community-Based Integrated Watershed Management and Component D: Adaptation to Climate Change) is progressing well. In fact, some of the expected outputs and outcomes have started to be achieved and the likelihood for achieving most of the outputs is very high.			
C.5	Likelihood of achieving the development objectives (section B3 and B4)	4	4
Rationale for development objectives rating: Thus far into Project implementation, indications are that most of the outcomes associated with Components A and D will be met. However, uncertainties still remain regarding the carbon marketing concept; the concept is still new and the capacity is low, not only in the region, but also in the country as a whole.			
C.6	Risks Short description of major risks for each section and their impact on achievement of development objectives and sustainability		
	Fiduciary aspects	There is an inherent risk related to fiduciary aspects but it is quite low. It largely relates to the delay in submitting SOEs. The implication is that a large proportion of the Authorised Allocation is held in unjustified advances. This has the potential to delay activity implementation and this may, ultimately, affect the achievement of the Project's overall development objective.	
	Project implementation progress	Thus far, implementation progress has not been seriously affected by the high turn-over of the RPCMU staff together with the understaffing of the unit. However, the situation needs to be addressed as soon as possible. The Project's two important positions of Project Coordinator and M&E Officer must be substantively filled urgently to provide the Project with the guidance and management it needs to ensure that adequate planning, monitoring and evaluation are put in place to effectively capture outputs and outcomes that continue to be generated from implementing the different interventions. Any continued delay in addressing the staffing issues could pose a serious risk to achieving the Project's development objectives.	
	Outputs and Outcomes	Since the beginning of CBINReMP implementation, satisfactory outputs have been, mostly in line with the targets have been attained, especially for Components A and D. Considerable achievements have been made with regard to Integrated Watershed Management, Land Certification, Adaptation and Mitigation to Climate Change measures. However, continued progress could suffer from the understaffing of the RPCMU already alluded to above. Hence the need to address the issue as soon as	

		possible.
	Sustainability	For now, there is no foreseen risk associated with the sustainability of the different interventions. The beneficiary communities have been sensitised about the benefits of taking care of the environment in which they live. Communities are being given the lead role in watershed planning and management, land administration, certification and registration, and in all activities related to rehabilitation of degraded lands.

D. Proposed Follow-up

Issue / Problem	Recommended Action	Timing	Status
Delayed submission of SOEs	Put a system in place to collect all SOE support documents on a monthly basis.	December 2013	
Understaffing of the RPCMU	Recruit the relevant staff for the RPCMU	Immediately	
Ad hoc training sessions	Undertake a TNA to identify knowledge gaps in SLM amongst staff and communities. Based on the TNA findings develop the training curricula and a training plan.	June 2014	
Low capacity in carbon assessment and sequestration.	Link up with other ongoing Reducing Emissions from Deforestation and Forest Degradation (REDD+) activities and community carbon programmes in Ethiopia to receive training and seek expert input to carbon assessment and sequestration potential	December 2013	

Appendix 2: Summary of Key Actions to be taken Within Agreed Timeframes

Action Area	Action Agreed	Date	Whom	Progress
Project Implementation	1. Recruit the Project Coordinator and M&E Officer.	Immediately	BOARD	
	2. Establish a CBINReMP M&E system.	March 2014	RPCMU	
	3. AWPB preparation should be initiated in a timely fashion to meet the inherent deadlines and allow for a timely commencement of activity implementation.	December 2013	RPCMU	
		December 2013	BOARD	
	4. Allocate additional office space to RPCMU.			
	5. Employ a direct targeting approach focusing on women and the very poor when distributing the energy saving stoves.	November 2013	RPCMU	
Outputs	6. Ensure that a knowledge management and communications strategy is developed alongside the M&E System.	March 2014	RPCMU	
	7. Finalize the production of a land and natural resource use database and discuss on the regional SLM platform.	December 2014	BoEPLAU	
	8. Develop a strategy for ensuring sustainability and uptake of micro-watershed plans, preferably through consultation on regional SLM platform.	June 2014	RPCMU	
	9. Report on the concepts of participatory and communal forest management, the identification of suitable sites with specified interventions, and revise target outputs.	December 2013	BoARD	
	10. Increase efforts on training of Woreda and Kebele staff on the design and maintenance of higher-complexity interventions (e.g. gully treatment) and revisit interventions where required.	March 2014	BoARD	
	11. Include in the 2003/14 AWBP a budget line for local monitoring and follow-up of interventions related to Biodiversity, to be assigned to BoA and Bahir Dar University	November 2013	ICB/EIB & RPCMU	
	12. Follow up on the finalization of drafted wetland ecosystem conservation plans.	November 2013	RPCMU	
	13. Undertake training of Zonal, Woreda and kebele land officials on dispute-resolution and application of land policy principles.	December 2013	BoEPLAU	
	14. Ensure initiation of activities related to the development	January 2014	BoARD	

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	of the policies and strategies for wetland management and grazing land management.		
	15. Undertake a TNA to identify knowledge gaps in SLM amongst staff and communities. Based on the TNA findings, develop the training curricula and a training plan.	June 2014	RPCMU
	16. Detail Adaption to Climate Change budget with funds spent and committed or programmed until end of December 2013. Prepare work plan and budget for January-June 2014 to demonstrate how committed funds will be spent.	November 2013	ORDA
	17. Jointly (ORDA & RPCMU) assess approaches and best practice for watershed management and incorporate these into CBINReMP.	December 2013	ORDA/RPCMU
	18. Link up with other ongoing Reducing Emissions from Deforestation and Forest Degradation (REDD+) activities and community carbon programmes in Ethiopia to receive training and seek expert input to carbon assessment and sequestration potential.	December 2013	ORDA
	19. Jointly develop an exit strategy for interventions under the Adaption to Climate Change Component and integrate the Component's Woredas in CBINReMP activities after June 2014.	December 2013	ORDA/RPCMU/BOARD
Fiduciary Aspects	20. Update fixed assets register	October 2013	RPCMU Accountant
	21. Back up Peach Tree accounting data	Ongoing	RPCMU Accountant
	22. Amend chart of accounts to accommodate amendments of the financing agreement	October 2013	RPCMU Accountant
	23. Collect all SOE support documents at RPCMU	December 2013	RPCMU Accountant
	24. Refund ETB 2,386,011 pre-financed by IFAD	October 2013	Regional Government
	25. Prepare draft financial statements for audit	Immediately	FPCMU - FMS
	26. Respond to audit Management Letter with an action plan	October 2013	Project Coordinator

Appendix 3: Financial – Actual Financial Performance by Financier; by Component and Disbursements by Category

Table 3A: Financial Performance by Financier

Financier	Appraisal (USD 000)	Disbursement (USD)	Percent Disbursed
IFAD loan	6,600	1,767	27%
IFAD grant	6,600	1,767	27%
GEF grant	4,400	1,021	23%
Spanish grant	1,768	742	42%
Government	2,815	254	9%
Total	22,183	5,551	25.0

Table 3B: Financial Performance by Financier by Component (USD '000)

Component	IFAD loan& grant			GEF grant			Spanish grant			Government			Total		
	Appraisal	Actual	%	Appraisal	Actual	%	Appraisal	Actual	%	Appraisal	Actual	%	Appraisal	Actual	%
A – Community Based Watershed Management	9,426	1,878	20	3,310	302	9.1	-	-	-	1,305	88	6.7	14,041	2,268	16
B – Institutional, Legal and Policy analysis & reform	2,330	196	8.4	711	77	9.1	-	-	-	84	7	8	3,125	280	9
C – Project Coordination and Management	1,259	460	37	379	142	37	-	-	-	1,387	423		3,025	1,025	34
D – Climate Change Initiatives	-	-	-	-	-	-	1,768	360	20	39	31	79	1,807	391	22
Authorized Allocation	-	1,000	-	-	500	-	-	500	-	-	-	-	-	2,000	-
Total	13,015	3,534	27	4,400	1,021	23	1,768	860	49	2,815	533	19	21,998	5,948	27

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Table 3C: IFAD Loan Disbursements (SDR, as at 31st August 2013)

Category	Category Description	Original Allocation	Revised Allocation	Disbursement	Balance	Percentage Disbursed
1	Construction & Planting Materials	3,360	3,360	244	3,116	7.3
2	Vehicles and Equipment	740	740	794	(54)	107.0
3	Consultants Services	420	420	46	374	11.0
4	Training	2,880	2,880	572	2,308	20.0
5	Project Staff Salaries	-	344	2	342	0.6
6	Other Operating Costs	-	252	6	246	2.4
	Unallocated	1,400	804	-	804	-
	Authorized Allocation	-	-	620	(620)	-
		8,800	8,880	2,284	6,516	26.0

Note: Ratio of IFAD loan to DSF grant is 1:1

Appendix 4: Compliance with Legal Covenants – Status of Implementation

Section	Covenant	Target/Action Due Date	Compliance Status/Date	Remarks
Section 3.3b	AWPB to be submitted to the Fund, for its review and comments	Every May	Current AWPB not yet submitted	RPCMUs to improve this by embarking on early preparation of the AWPB
Section 4.01	The Lead Project Agency shall establish as soon as practicable but in any event not later than 365 days after effective date an appropriate Information Management System for Project M & E	31 March 2011	Not yet in place	Procurement for development of the Result Based M & E had been planned in PY1 but did not take off due to higher bid prices than provided for in the budget. This should be followed up for implementation.
Section 4.05, Section 11.10(b)	Audit report submitted to IFAD.	7 January 2013	Audit report for PY1 submitted on April 18, 2013. PY2 (2012/13) report not yet due	Preparation of draft financial statements should be urgently concluded and procurement of auditor commenced to have the audit concluded and submitted on time
	Lead Programme Agency to submit to the Fund the reply to the management letter of the auditors within three (3) months of receipt thereof.	March 2013	Reply to PY1 audit management letter not yet submitted	FPCMU should prepare a reply together with action plan to implement audit recommendations
Section 8.04	All notices, requests, reports, documents and other information communications relating to the LA, shall be in English Language.	Throughout Programme Implementation period	Some documents are in the National Language/Amharic	FPCMU should endeavor to have documents translated whenever they are generated in Amharic.
Schedule 3; Par 1.5	The ANRS Government shall establish a PMCU in the BoA comprised of a Project Coordinator, Accountant, M& E Specialist and Gender/Training Specialist	Year 1 of implementation	The previously assigned M & E Officer has been withdrawn	ANRS should take up the matter to have the position filled to facilitate smooth project implementation.

Appendix 5: Knowledge Management – Learning and Innovation

Best Practice	Innovations	Lesson Learnt
Introduction of Biogas plants	<ul style="list-style-type: none"> Reduces the use of wood by 50% thus contributing to the conservation of woodland and natural resources; Successfully alleviates the burden of tasks on women; The inbuilt pit-latrines enhance hygiene practices in the household; Light in the household enables children to study; 	<ul style="list-style-type: none"> Partnering and building synergy with other programmes (e.g. the National Biogas Programme) is a good example of how scarce resources can be used to widen outreach; Collaboration with different stakeholders (National biogas programme, University of Bahir Dar) has initiated development of a technology suitable for cooking injera with biogas. Injera cooking consumes 50% of the average household energy use.
Land Certification	<ul style="list-style-type: none"> The land committees have been key to the land administration's activities as they are able to resolve local disputes, ensuring individuals are demarcating land in a consistent manner and they create by-laws to manage the use of communal land. Their close working relationship has aided the land verification process. Provides secure land tenure for farmers enabling them to make long-term investments to conserve and develop their land. Land certificates can also serve as collateral when seeking loans from financial institutions. Land certificates include both husband and wife; this ensures legal rights to land inheritance and transfer of land to women and men equally. Certificates issued to women headed households, elderly and the disabled ensure that these vulnerable groups have secure land tenure and they are able to engage in land transfers. Landless youths can be allocated land from the land bank and as long as they successfully develop the land and engage in income generating activities, they are issued with long-term certificates after three years; this guarantees their access to communal lands. The system enables children to have the legal right to inherit land. 	<ul style="list-style-type: none"> Government training is required to improve services of the land administration, particularly to resolve legal matters and appropriately undertake land transactions and transfers.
Integrated Natural Resources Management and soil and water management	<ul style="list-style-type: none"> The community is trained to construct physical conservation structures and to plant biological measures to prevent erosion thereby enhancing soil fertility. 	<ul style="list-style-type: none"> Technical support to ensure that the conservation measures are undertaken in an appropriate manner. Recommended foliage
Participatory Forestry Management	<ul style="list-style-type: none"> Developing tree nurseries has worked well, particularly if linked to income generating activities. 	<ul style="list-style-type: none"> There is need to revise efforts to align project initiatives with changed governmental policies on forestry. There is need to document indigenous species in the area to recommend their plantation in forests which then can be used as cash generating species, such as Eucalyptus.
Exchange visits	<ul style="list-style-type: none"> Exchange visits were key to catalyzing community action and sustaining their commitment to volunteer their labour and time towards conservation practices. Exemplary community participation has been witnessed in the project. Awareness of the importance of undertaking different activities (as a result of the exchange visits) has made it easy for the beneficiary communities to participate in conserving the environment and, at the same time, benefit from it. This is good for sustainability. 	<p>Seeing is believing. Whenever possible, expose the target group to best practices elsewhere; this will greatly contribute the group's commitment to the Project's/Programme's goal and development objectives.</p>

Annex I: List of Participants in the Different Mission Meetings

A. CBINReMP Supervision Mission Launch – 18th September 2013, Bahir Dar

No.	Name	Job Title	Institution	E-Mail Address
1.	Shumye Alemu	Deputy Head	BOA	yonassh@ymail.com
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13.	Eshetie Gelaw	ORDA Deputy Director	ORDA	Orde-2@ethionet.et
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15.	Markos Wondie	Soil and Water Expert/Ag. CBINReMP Coordinator	BOA	markwoin@yahoo.com
16.	Tsehayou Gondachew	Former CBINReMP M&E Officer	BOA	tsehayug@yahoo.com
17.	Worknew Andarge	Forestry Expert	CBINReMP	worknehandarge@yahoo.com
18.	Zelalem Mibret	Financial Manager	CBINReMP	bemnetzelalem@yahoo.com

B. CBINReMP Supervision Mission Meeting with Implementing Partners – 25th September 2013, Bahir Dar

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16.	Chiara Romano	IFAD Consultant	IFAD	c.romano@ifad.org

C. CBINReMP Supervision Mission Wrap-up with Project Team – 26th September 2013, Bahir Dar

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12.	Markos Wondie	Soil and Water Expert/Ag. CBINReMP Coordinator	BOA	markwoin@yahoo.com
13.	Uli Piest	IFAD Consultant	IFAD	Uli.piest@gmail.com

D. CBINReMP Supervision Mission Wrap-up with BOA – 26th September 2013, Bahir Dar

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