



Federal Democratic Republic of Ethiopia

Community-based Integrated Natural Resources Management Project

Project completion report

Main report and appendices

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Currency equivalents

Currency unit = Ethiopian Birr (ETB)

ETB 1.0 = US\$ 0.048

US\$1.0 = ETB 20.755

Weights and measures

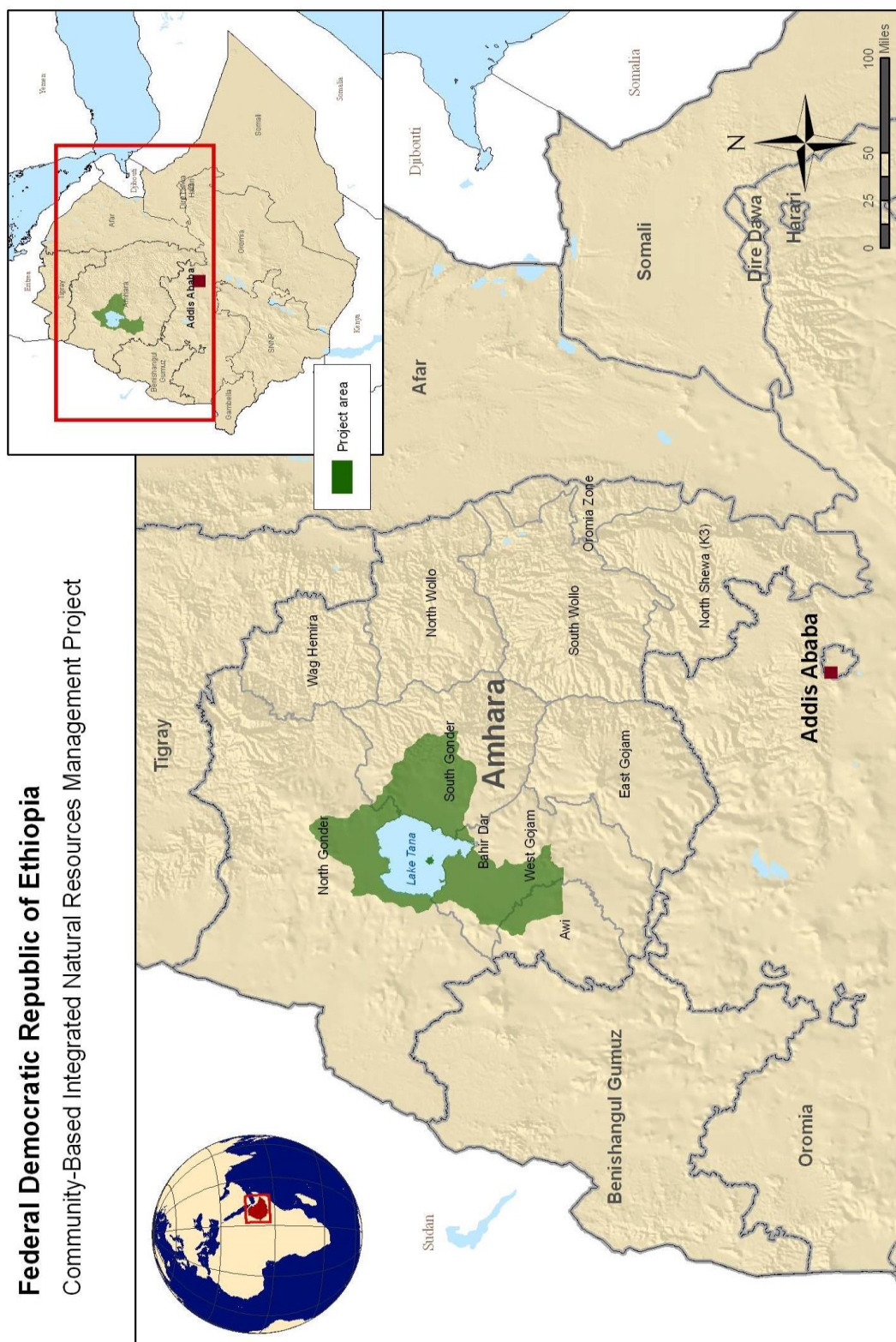
1 kilogram	=	1000 g
1 000 kg	=	2.204 lb.
1 kilometre (km)	=	0.62 mile
1 metre	=	1.09 yards
1 square metre	=	10.76 square feet
1 acre	=	0.405 hectare
1 hectare	=	2.47 acres
1 quintal	=	100 kg

Abbreviations and acronyms

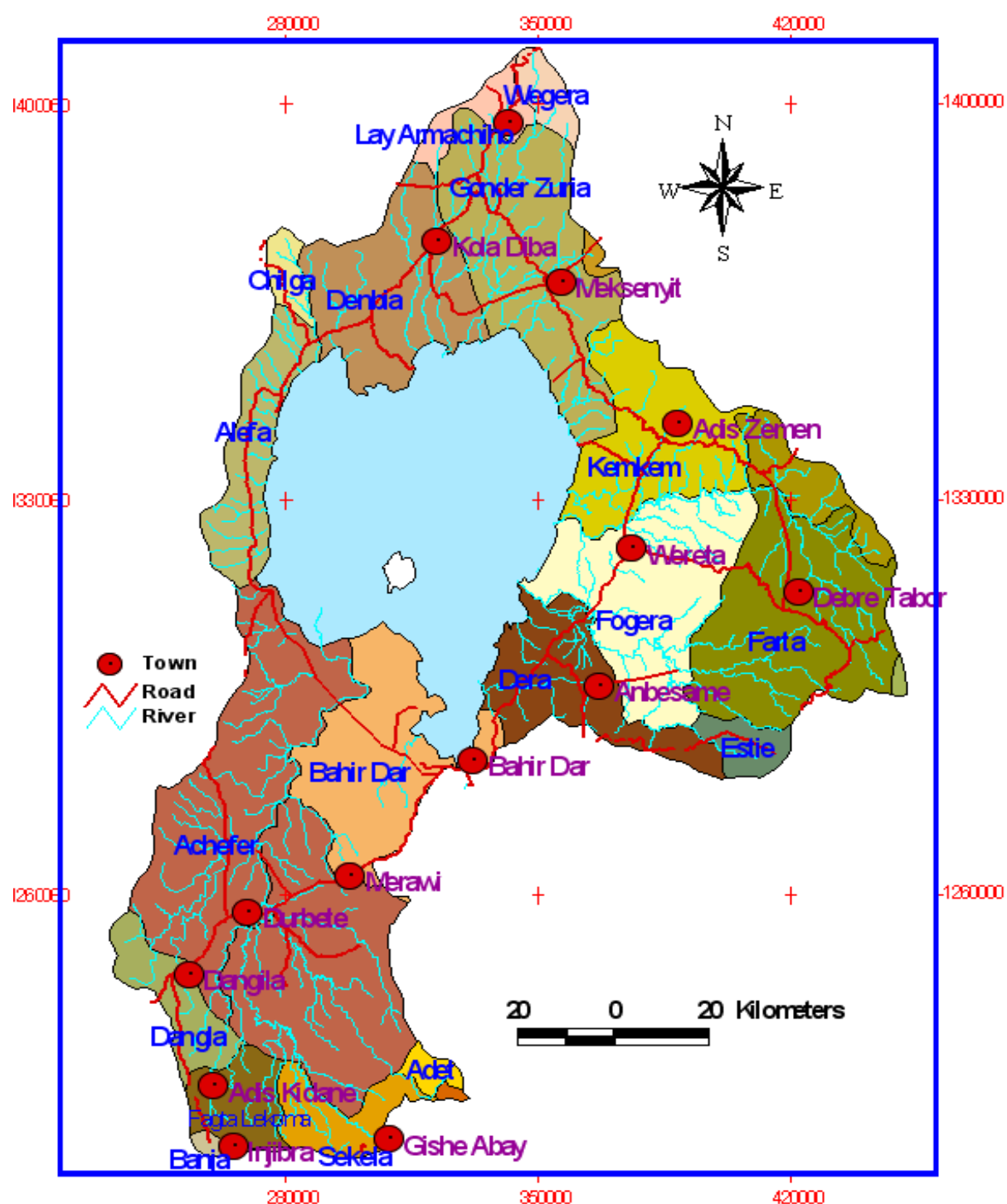
AGB	above-ground biomass
AECID	Spanish Agency for International Development Cooperation
ANRS	Amhara National Regional State
ARARI	Amhara Region Agricultural Research Institute
AWP/B	annual workplan and budget
BDU	Bahir Dar University
BGB	below ground biomass
BoANR	Bureau of Agriculture and Natural Resources
BoEPLAU	Bureau of Environmental Protection, Land Administration and Use
BoFED	Bureau of Finance and Economic Development
BoWRD	Bureau of Water Resource Development
CBA	cost-benefit analysis
CBINReMP	Community-based Integrated Natural Resources Management Project
CBOs	community-based organizations
CBR	cost-benefit ratio
COSOP	country strategic opportunities programme
CRGE	Ethiopia's Climate-Resilient Green Economy
CSE	Conservation Strategy of Ethiopia
dm	dry matter
DA	development agent
EBI	Ethiopian Biodiversity Institute
EIA	environmental impact assessment
EPE	Environmental Policy of Ethiopia
EPLAUA	Environmental Protection Land Administration and Use Authority
ESIA	environmental and social impact assessment
ETB	Ethiopian birr
FAP	Amhara Forest Action Plan
FGD	focus group discussions
FDRE	Federal Democratic Republic of Ethiopia
FTC	farmers' training centre
GDP	gross domestic product
FPCMU	Federal Programme Coordination and Management Unit
GEF	Global Environment Facility
GoE	Government of Ethiopia
GTP I	first Growth and Transformation Plan (2010/11 to 2014/15)
GTP II	second Growth and Transformation Plan (2015/16 to 2019/20)
ha	hectare
IGA	income-generating activities
IPCC	Inter-government Panel on Climate Change

IRR	internal rate of return
KII	key informant interview
km	kilometre
M&E	monitoring and evaluation
masl	metres above sea level
MDGs	Millennium Development Goals
MIS	management information system
MoU	memorandum of understanding
MTR	midterm review
NGO	non-governmental organization
NPV	net present value
NRM	natural resource management
ORDA	Organization for Rehabilitation and Development of Amhara
PASDEP	Plan for Accelerated and Sustained Development to End Poverty
PCMU	programme coordination and management unit
PCR	project completion report
PDR	project design report
PFM	participatory forest management
RCS	Regional Conservation Strategy
RPCMU	Project coordination and management unit
RSC	Regional Steering Committee
SDPRP	Sustainable Development and Poverty Reduction Programme
SLM	sustainable land management
SLMP	Sustainable Land Management Programme
SMS	subject matter specialists
SWC	soil and water conservation
tCO ₂ eq	tons of carbon dioxide equivalent
UNFCCC	United Nations Framework Convention on Climatic Change
WS	watershed

Map of the project area



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



Project at a glance

Country	Federal Democratic Republic of Ethiopia					
Project name	Community-based Integrated Natural Resources Management Project (CBINReMP)					
Key dates						
IFAD approval	Signing	Effectiveness	Mid-term review	Original completion	Actual completion	
30 April 2009	19 June 2009	17 March 2010	May 2015	31 March 2017	30 September 2018	
Mid-term review	Interim evaluation	Original loan closing	Actual loan closing	Number of extensions		
		30 September 2017	31 March 2019	1		
Financing						
IFAD loan	SDR million	4.4	% disbursed	99.9		
IFAD grant	SDR million	4.4	% disbursed	100		
GEF	US\$ million	4.4	% disbursed	90.26		
AECID	US\$ million	1.77	% disbursed	92		
Actual costs and financing (US\$ '000)						
Component	IFAD	Cofinancing		Beneficiaries	Government	Total
		GEF	AECID			
Component A						19,274
Component B						3,125
Component C						3,209
Component D						1,808
Total	11,810.	3,971.7	1,638	34,260	1,160	
Remarks						
Number of beneficiaries						
Total	Direct	Indirect		Women	Other	Other
Project objective						
The project goal was to reduce poverty for about 312,000 households in the Lake Tana Watersheds (LTWs). Its primary objective was to combat land degradation and promote sustainable land management (SLM) so as to increase agricultural productivity, household food security and incomes.						
Country partners						
Executing agency	SLM under Ministry of Agriculture (Federal programme coordination and management unit – PCMU)					
Executing agency	Amhara Regional Bureau of Agriculture (Regional PCMU)					
Others	Bureau of Environmental Protection, Land Administration and Use (BoEPLAU); Bureau of Finance and Economic Development (BoFED); Ethiopian Biodiversity Institute (EBI); Organization for Rehabilitation and Development in Amhara (ORDA); Bahir Dar University (BDU).					

Executive summary¹

1. The project completion review process provided a valuable opportunity for the Federal Programme Coordination and Management Unit (FPCMU), the Regional Programme Coordination and Management Unit (RPCMU) and stakeholders to review and critically reflect on project activities, results achieved and constraints. Through this process, the key success factors and main challenges have been identified and a number of relevant lessons have been learned.
2. This project completion report (PCR) was prepared and organized in accordance with IFAD guidelines for the project completion review process. The completion review process was managed mainly by the RPCMU in the Amhara Regional Bureau of Agriculture and Natural Resources (BoANR). The PCR was prepared jointly by the consultants recruited by the borrower (RPCMU) to undertake the PCR, along with IFAD technical assistance to provide technical backup on the report's methodology, design and review. The Ministry of Agriculture and Natural Resources and IFAD collaborated on and learned from the review process, demonstrating their joint ownership of the report. The PCR was prepared between November 2018 and March 2019. The stakeholder workshop for PCR validation was conducted on 8 March 2019 and the final wrap-up meeting will be conducted on 22 and 23 March 2019.
3. The Community-Based Integrated Natural Resources Management Project (CBINReMP) was designed jointly by IFAD and the Government of Ethiopia (GoE), with financial and technical support from IFAD and the Global Environment Facility (GEF). It received IFAD approval on 30 April 2009 and was effective on 17 March 2010. It was originally designed for completion on 31 March 2017, but was extended to a completion date of 30 September 2018. Accordingly, project closure extended from 30 September 2017 to 31 March 2019. A mid-term review (MTR) was conducted from 30 March to 15 April 2014.
4. The project goal was to reduce poverty for about 312,000 households in the Lake Tana Watersheds (LTWs) in Amhara National Regional State. Its primary objective was to combat land degradation and promote sustainable land management so as to increase agricultural productivity, household food security and incomes. In addition, outreach was to benefit all households within the LTWs (estimated at 450,000), at least in land tenure, and to create employment opportunities for about 25,000 youth.
5. Estimated project cost at design was US\$25.43 million, comprising an IFAD loan of US\$6.6 million and an IFAD grant of US\$6.6 million, a GEF grant of US\$4.4 million, a government contribution of US\$2.78 million and a beneficiary contribution of US\$5.23 million. An additional grant of US\$1.6 million was provided by the Spanish Agency for International Development Cooperation (AECID) over the period from July 2011 to December 2014, in support of sustainable climate change adaptation, bringing the total investment inclusive of physical and price contingencies to about US\$27 million.
6. **Relevance:** Project design was consistent with the needs of the targeted groups, as well as with the policies and national priorities of IFAD and the government. The internal logic was sound, although some limitations were observed in targeting and setting of simplified indicators. The adequacy of project design demonstrated limitations, due to the changes that were instituted during implementation and eventual extension of project completion. Despite implementation delays, overall the project showed good signs of output delivery. In total, 650 participatory integrated watershed management plans have been developed (100 per cent of the appraisal target). More than 104 million fruit and forestry seedlings have been produced,

¹ This PCR was prepared jointly by the borrower and IFAD. IFAD personnel included Mr. Ulac Demirag (Country Programme Manager), Mr. Befekadu Behute (PCR, impact assessment and M&E consultant) and Mr. Richard Batmanyne (FM). The RPCMU recruited individual consultants, including Mr. Zerihun Yohannes (WSM expert), Mr. Getachew Engedayew (NRM expert), Mr. Menale Wonde (Forester), Mr. Workneh Andarge (Agro-forester), Mr. Yesmaw Weletaw (Soil and Water conservation expert), and Mr. Delelegn Andarge (Economist).

- with 13,300 ha afforested on pasture land and farms, through gully reclamation and around churches, with a further 4,274 ha of directly sown forests. Currently a further 934 ha of land are now under participatory forest management (PFM) (93 per cent of the appraisal target), with appropriate agreements/local legislation being finalized. As part of the integrated catchment water management plans, some 18,000 households received training on soil and water conservation, community ponds, roof water harvesting and hand-dug well construction, which has translated into 288 wells being dug and rope and washer pumps installed. Benefits have begun to accrue to the women of the households.
7. The introduction of water lifting technologies has reduced the workload on women, who are the ones mostly responsible for fetching water from long distances and has enabled them to enter into vegetable production on the homestead plot. This provides both additional income and nutrition security for the household. The time saved in collecting water is being invested in the development of homestead gardens. Employment opportunities have been created for 10,133 landless youth and women (40 per cent of appraisal target) through their engagement in income-generating activities.
 8. **Project effectiveness:** As affirmed by the impact assessment report, income from crops and pulses has increased by 63.7 per cent and 73 per cent respectively following project intervention. Furthermore, households in the project area are reported to be earning additional income from the sale of *acacia decurrens* for charcoal production and from sales of grass in area closures.
 9. **Empowerment:** The project has built capacity for about 10,302 regional, zone and *woreda*-level heads and experts, WS (watershed) committee members and other farmers – including women and youth – in WS management activities (91 per cent of the target). The project promoted a participatory approach that strengthened local community ownership.
 10. In the context of achievement of strong community ownership of the project, the community in-kind contribution has been estimated at about US\$34 million (about 600 per cent of what was anticipated at design). According to qualitative information from the impact assessment, households in the project area have had their food security improved, with food shortage gaps reduced. Some households have reportedly saved food crops and seeds as a contingency for a bad season, and about 74 per cent respondents report being food secure.
 11. **Productivity:** There has been an average increase from 14 to 19.8 quintals per hectare. Similarly, average pulse crop yields have increased from 6.5 to 9.8 quintals per hectare. The improved crop yield can be attributed to project intervention on soil and water conservation, land certification and the use of improved seeds and fertilizer.
 12. **Environment:** At design, and in line with IFAD's environmental and social impact assessment (ESIA) procedures, the project had been classified as Category B. It is important to note that there were no negative environmental impacts reported at project end from the various interventions. In positive terms, hydrological flows have been improved (with the flow of springs extended from 3–4 months to 8–12 months and the development of new springs), locally extinct wild flora and fauna have been regenerated, gullies have been rehabilitated (430 ha) and landslide risks are reported to have been reduced.
 13. Project impact has been seen in the improvement of the climate change adaptive capacities of beneficiary households. The PCR team visit reported that vegetables are being produced two to three times a year. The beneficiaries are making money from the sale of hay (about 1000 Ethiopian birr (ETB) per household).
 14. **Carbon sequestration:** As reported by the impact assessment, the project has brought a significant amount of carbon sequestration. The total carbon and greenhouse gas balance for the reporting period under the baseline scenario was 16,380 tCO₂eq over eight years. The total carbon and greenhouse gas balance for the reporting period under the project scenario was 28,393 tCO₂eq over eight years, for a total incremental difference for the reporting period of

- 44,773 tCO₂eq over eight years. Annual C change for the baseline scenario was -1638 tCO₂eq per year. Annual C change for the project scenario was 2,839 tCO₂eq/year. The annual incremental difference was 4,477 tCO₂eq/year, implying that a significant amount of carbon is being sequestered as a result of the project intervention.
15. **Gender mainstreaming:** The project has contributed to gender equity and women's empowerment, mainly by ensuring their participation in community committees, enabling and supporting their participation in income-generating activities (IGAs) and land tenure interventions, and by mainstreaming gender within various subcomponents of the project interventions. In addition, about 21,740 female landholders were trained in the introduction of rope and washer pumps and in biogas energy, reducing women's workload.
 16. **Targeting:** 650 watershed management plans were prepared, with households being given priority for participatory forestry management, reforestation of degraded communal lands and allocation of public forests to community groups or individuals. In addition, an attempt was made to target women (who constitute 27 per cent of target beneficiaries), as stipulated at design.
 17. The project design is innovative in its focus on a community-based approach and in implementation of integrated watershed management activities. It exploits the important linkage between environmental degradation, livelihood and climate change. The approach has provided a particular emphasis on strengthening and empowering the communities and their organizations. For instance, the project's social fencing strategy was more effective in area closure intervention than was physical fencing. The project's promotion of alternative energy sources – including biogas and improved stoves – has been proven to be successful and needs to be replicated and scaled up.
 18. The project pioneered in intervening in wetland management for overall ecosystem preservation. The importance of wetland management has been highlighted in 19 wetland management plans prepared by the project. The wetland management plans indicate significant potential to invest in wetlands to improve ecosystems. Innovativeness is also demonstrated by investment cooperation among different financiers and in aligning donors' needs with the local community's priority needs. IFAD, GEF, AECID, GoE and the communities successfully contributed in financing project interventions.
 19. **Assessment of efficiency:** The total anticipated financing from the six different sources was US\$27.42 million at design. As at 31 December 2018, total financing amounted to US\$52.84 million, representing 199 per cent of the target at design. This financing was composed of: an IFAD loan of SDR 4.39 million (US\$5.91 million), representing 99.98 per cent of the target at design; an IFAD grant of SDR 4.40 million (US\$5.92), representing 100 per cent of the design target; a GEF grant of US\$3.97 million, representing 90.26 per cent of the design target; and an AECID contribution of US\$ 1.64 million, representing 92 per cent of the design target. Domestic cofinancing from the GoE counterpart contribution was the equivalent of US\$1.16 million, representing 42 per cent of the target at design, while the beneficiaries contributed the equivalent of US\$34.26 million, which was 617 per cent compared to the design target.
 20. However, notwithstanding the above, project implementation was delayed at start-up and this led to extension of the project completion date by 18 months. There were also weaknesses in monitoring and evaluation. At times, data quality and consistency constituted a challenge. A proper management information system (MIS) was proposed at design but was not implemented. Quality in financial management faced challenges from the absence of appropriate financial software and limited finance management staffing. However, the disbursement trends were generally consistent. Overall, efficiency can be said to be average.
 21. **Performance of partners:** The performance of government implementing agencies was moderately satisfactory throughout implementation. There were some delays in solving some implementation issues. The project steering committee was formed as required, but provided limited direction in the steering of project implementation. The audit report was not always

prepared on time, and included both qualified and unqualified opinions. IFAD's support to the project, both at design and during implementation, has been acknowledged as invaluable, relevant and problem-solving. IFAD conducted at least one supervisory mission per year during the life of the project and numerous implementation missions. This performance is considered satisfactory.

22. **Sustainability** is observed through the communities taking the lead role in watershed planning and management, land administration, certification and registration, and in all activities related to rehabilitation of degraded lands. Their commitment was also reflected in the level of contribution by beneficiary communities in terms of labour and materials, estimated at around US\$34 million, greatly exceeding what had been envisaged at the appraisal stage. As part of an exit strategy, there has been commendable project handover to the respective implementing partners (including administrative structures under the BoANR) and with specific activity handover processes, ensuring continuity of project implementation after closure and sustaining the existing results.
23. Over time, the project has produced many lessons for learning and scaling up. An example is the focus on community capacity-building throughout implementation. Frequent participatory domestic experience-sharing training sessions, grass-roots level organizing and the participatory watershed development planning process are good examples of the community focus.
24. Likewise, area closure and organized pasture land management ensured equitable distribution of forage to the poor, while participatory forest management proved to be a successful approach for sustainable forest management, particularly on degraded forest land sites. In regard to **land tenure**, the integration of natural resource management and land certification within the same project established an important synergy for Sustainable Land Management (SLM), as demonstrated by the results of this project.
25. These participatory approaches ensured ownership by and the support of stakeholders to be able to identify interventions to ensure that corrective measures under the programme were designed and implemented effectively.

A. Introduction

1. The Community-based Integrated Natural Resources Management Project was designed jointly by IFAD and the GoE, with financial and technical support from IFAD and GEF. It received IFAD approval on 30 April 2009 and was effective on 17 March 2010. It was originally designed to come to completion on 31 March 2017, but was later extended to complete in September 2018. Project closure has accordingly been extended from 30 September 2017 to 31 March 2019. An MTR was conducted from 30 March to 15 April 2014. The project is part of a national sustainable land management programme that is considered to be one of the flagship national programmes in the agricultural sector.
2. The project goal was to reduce poverty for about 312,000 households in the Lake Tana Watersheds in the Amhara National Regional State. Its primary objective was to combat land degradation and promote sustainable land management so as to increase agricultural productivity, household food security and incomes. Outreach was to benefit all households within the LTWs (estimated at 450,000), at least in land tenure, and create employment opportunities for about 25,000 young people and women.
3. The main purpose of this project completion review report is to promote accountability and learning by recording the main achievements of the project. It assesses the project's components, implementation performance and organizational arrangements and the performance of partners. It evaluates the project for relevance, effectiveness, efficiency and sustainability. It also reviews the processes involved in the programme, and extracts lessons and knowledge for future project design.
4. The PCR was prepared and organized in accordance with IFAD's project completion review guidelines.² The completion review process was managed by the RPCMU in the Amhara Bureau of Agriculture and Natural Resources (BoANR), with technical support from IFAD. The RPCMU recruited a completion review team to undertake the PCR, with technical assistance from IFAD. The PCR was undertaken in the period from November 2018 to March 2019. A stakeholder validation workshop took place on 9 March 2019.
5. During PCR preparation, a review was conducted of all necessary documentation, which includes the programme design report (PDR), MTR, supervision and implementation support reports, annual workplans and budgets (AWP/Bs) and project progress reports. Although the project baseline study was not usable, the review process has made use of the information obtained from the project endline impact assessment.³ The PCR team also undertook field data collection and observation in order to obtain additional information to provide evidence for the review process, with both key informant interviews (KIIs) and focus group discussions (FGDs) being carried out at selected project sites. A PCR field mission was carried out from 15 to 28 December 2018.⁴

B. Project description

B.1. Project context

6. At design, roughly 44 per cent of the country's population lived below the national poverty line. Consumption inequality remained low, although there were sizeable populations that were increasingly vulnerable to drought-induced famines. About one third of rural households farmed less than 0.5 ha in rain-fed agriculture, which was insufficient to produce enough food to meet the intake requirements of the average household. Most agricultural production was used to meet the household's consumption needs, and most households experienced a prolonged "food gap" during the pre-harvest period. Agricultural productivity has continued to decline, especially in the highlands, largely due to increased population density and environmental degradation. Much of the increase in agricultural production can be attributed to expansion, often into marginal areas with lower production potential and on hillsides, resulting in soil erosion and land degradation.⁵

² IFAD Programme Management Department, *Guidelines for Project Completion* (Rome, IFAD, 2015).

³ MARIL Consultants, *Impact Assessment on Community-based Integrated Natural Resources project* (January 2019)

⁴ Please see appendix 2 for the list of persons met by the mission.

⁵ Community-based Integrated Natural Resources Management Project, Project Design Report (February 2009).

7. In addition, the prevailing land tenure system did not provide secure and sustained access to land for farmers, and thus discouraged investment in land improvement and soil conservation measures. Women did not have direct access to land, despite an inheritance law that states that men and women should have equal access.⁶
8. Lake Tana is the largest lake in the country, covering an area of about 3,000 km². The lake is shallow, with an average depth of nine metres. Lake Tana, along with its 60 rivers and streams, accounts for about 50 per cent of total surface water in Ethiopia. About 87 per cent of the lake's inflow is contributed by four perennial rivers. Lake Tana is the source of the Blue Nile. The LTWs include about 250,200 ha of irrigable land, but only about 4 per cent have been developed.⁷
9. At design the project target area – the Lake Tana Watersheds, located in Amhara National Regional State (ANRS) – had been experiencing severe land degradation. This was the result of: poor agricultural practices; deforestation; overgrazing; population pressure, which had increased land fragmentation; encroachment on fragile hillsides; over-exploitation of wetlands; insecurity of land tenure; and dependence on biomass energy, which deprives the soil of organic materials. Land degradation has also resulted in massive soil erosion, which has in turn silted water bodies. The sediment inflow into Lake Tana is estimated at 10 million cubic metres a year, which threatens the livelihoods of about 4,000 fishing households.⁸
10. The total project area is about 15,000 km². Approximately 55 per cent of the land area is under cultivation. Water bodies account for 21 per cent of this area, while grasslands and shrub land represent 19 per cent. Only 0.4 per cent of the total land area has remained under natural forest cover. Rainfall varies from 800 to 2,000 mm per year, with temperatures ranging from 11.40 to 16.90 degrees Celsius.

B.2. Project objectives

11. The project goal was to reduce poverty for about 312,000 households in the Lake Tana Watersheds. Its primary objective was to combat land degradation and promote sustainable land management so as to increase agricultural productivity, household food security and incomes. It also aimed to benefit all of the estimated 450,000 smallholder households living in the LTWs. It also aimed to benefit about 25,000 unemployed youth, including young women, by supporting them to engage in off-farm income-generating activities.
12. As noted in the PDR, the project originally consisted of three components. The **community-based integrated watershed management component** was designed to support: (a) improved land administration and certification for all rural households in the 21 districts of the LTWs; (b) watershed planning and management in 13 *woredas* covering 650 micro-watersheds for a total area of 227,500 ha; (c) establishment of a database of existing land-use patterns and natural resources; (d) improved pasture and forage management at 630 sites covering 9,450 ha of communal grazing lands; (e) rehabilitation of 18,900 ha of degraded community forests; (f) participatory forest management covering some 10,000 ha on five public forest sites; (g) off-farm soil and water conservation measures to rehabilitate 32 500 ha; and (g) biodiversity conservation.
13. Under the **institutional, legal and policy analysis and reform component**, it was intended that the project create an enabling environment and institutional capacity at local levels (*kebele*, *woreda*/district and regional) to mainstream SLM principles into regional policies, strategies and plans for agriculture, forestry and water management. Policies – along with a legal framework for natural resource management and environmental conservation – were to be reviewed and reforms enacted. This component was intended to strengthen the capacities of public institutions and community-based organizations. About 25,000 unemployed youth, including women, were to be trained to undertake off-farm income-generating activities. Although not achieved, the project aimed to link to IFAD-financed

⁶ K. Deininger and S. Jin, "Tenure security and land-related investment: Evidence from Ethiopia," *European Economic Review*, 50 (5) (2006), pp. 1245-1277.

⁷ Ibid.

⁸ Ibid, note 6.

rural finance and agricultural market projects for access to finance and markets, mainly attributing to absence of proactive engagement by the implementing agency.

14. The **project coordination and management component** was designed to: support planning, implementation and financial management; ensure linkage with relevant ongoing projects in the region; and ensure coordination within the framework of the regional and national SLM platforms.
15. Component D in support of **adaptation to climate change** was added through financial support from AECID. The adaptation to climate change component is subdivided into two subcomponents. Subcomponent D.1: adaptation to climate change and subcomponent D.2: mitigation of climate change. Following the completion of AECID-funded activities and following consultations with IFAD, a Memorandum of Understanding was signed with ORDA in June 2015 to continue collaboration under CBINReMP to implement sub-component D.⁹ This component promotes climate smart crop production systems, improved livelihoods and alternative/renewable energy sources. Climate smart crop production systems (apple, hope, vegetables etc.) and alternative energy technologies such as biogas and improved cook stoves were promoted and demonstrated.

B.3. Implementation modalities

16. Estimated project cost at design was US\$25.43 million, comprising an IFAD loan of US\$6.6 million and an IFAD grant of US\$6.6 million, a GEF grant of US\$4.4 million, a government contribution of US\$2.78 million and a beneficiary contribution of US\$5.23 million. An additional grant of US\$1.6 million was provided by AECID over July 2011 to December 2014 in support of sustainable climate change adaptation, bringing the total investment, inclusive of physical and price contingencies, to about US\$27 million.
17. The project has been implemented within the decentralized regional government administration, in close collaboration with community-based organizations. The project implementation arrangement was designed mainly so as to use government's institutional structures in the respective sectors.
18. The project implementing agencies were the Ministry of Agriculture and Natural Resources and the Regional BoANR. In addition, project implementation involved various implementing partners, including: the Bureau of Environmental Protection, Land Administration and Use (BoEPLAU); the Bureau of Finance and Economic Development; the Ethiopian Biodiversity Institute; the Organization for Rehabilitation and Development in Amhara; Bahir Dar University; and community-based organizations at grass-roots level.
19. The National SLM Platform chaired by the Ministry of Agriculture was tasked with responsibility for overseeing and coordinating development and implementation of the National Framework for SLM. The Framework is meant to help the country to address land degradation in a more programmatic way and is supposed to facilitate harmonizing and coordinating of present and future investments in sustainable land management in the country. To this end, project design has stipulated that the National SLM Platform provide technical oversight and advice to guide project implementation. There were delays in its staffing at the outset of project implementation.
20. The Regional SLM Platform, chaired by the Bureau of Agriculture and Natural Resources through its RPCMU, was responsible for overall project implementation, coordination, monitoring and reporting. The BoANR used its decentralized line offices at zonal, woreda and *kebele* levels, which were responsible for planning and implementation of pasture land management, participatory forest management, and off-farm and on-farm soil and water conservation. The BoANR has worked in collaboration with the BoEPLAU to bring synergies in implementation of participatory watershed development and land certification, and with the BoFED in developing a results-based management framework, financial accounting, management and reporting. However, BoFED's involvement in result-based monitoring and management was not as expected.
21. A regional steering committee was chaired by the Deputy Head of the BoANR and included the relevant line sectors, so as to facilitate cross-sectoral coordination and provide direction on project

⁹ Supervision mission report (April 2017).

implementation. This committee held annual meetings to provide policy support and general oversight on operations and to review and approve AWP/Bs and progress and M&E reports prior to submission to the National Sustainable Land Management Programme (SLMP) and IFAD. Similarly, steering committees were also established at *woreda* level, with quarterly meetings scheduled to review progress in implementation, provide guidance, facilitate cross-sectoral coordination so as to ensure an integrated approach to watershed management, and provide a useful forum for learning and knowledge-sharing. However, according to district-level key informant interviews, it was a challenge to keep to the schedule and conduct regular meetings, since reportedly the chairperson of the committee was busy with other assignments.

22. Project implementation was organized according to four administrative zones in order to coordinate development efforts in their respective *woredas* within the project area (21 targeted *woredas* in total). *Woreda*-level subject matter specialists provided technical support to the development agents (DAs) in implementation of planned project activities at *kebele* level. They worked closely in their respective *kebeles*, through community sensitization and mobilization of the required human and physical resources, to promote committees for participatory sustainable natural resource management, land administration and use. The experience at the start of project implementation in country-wide sharing on natural resource management and conservation was the springboard for good performance, as stipulated in project design.
23. Community-based organizations and local institutions, including faith-based (Orthodox Church and monasteries) and traditional institutions were involved in natural resource management. They contributed in their indispensable role in creating awareness, planning, implementation and monitoring of natural resource development activities. Watershed committees took the lead in watershed planning and management, pasture improvement, participatory forest management, and off-farm soil and water conservation activities. They also played a vital role in the land certification and registration process, where they strove to identify actual land users, assist in surveying and demarcation, and in resolving disputes related to land tenure and use. The approach of large-scale data verification campaigns and public hearings was effective in refining the land registration data, as well as in resolving lengthy disputes.
24. Regarding innovative implementation modalities, ORDA implemented a full package of integrated complementary technologies at household level. According to the PCR team field visit and key informant interviews with the ORDA focal person, implementation of integrated complementary technologies in clusters of households has brought significant livelihood improvement for the target beneficiaries. It has also had manifold benefits on technology promotion within a short period of time, especially for projects with an environmental development concern. Thus, integrated complementary technologies at household level through the clustering approach have proven effective and scalable.

B.4. Target groups

25. As noted on the PDR, the project target group consists of 450,000 rural households in 21 *woredas* in the LTWs, including primarily smallholders with landholdings averaging 1.10 ha, as well as “near-landless”, landless and unemployed youth, including women. These households were living on an annual per capita income of around US\$80. They were marginally food secure and vulnerable, and would slip back further into food insecurity unless the problem of land degradation were urgently addressed in order to raise agricultural productivity.
26. Accordingly, the project targeted benefits for all smallholders living in the LTWs, specifically in land certification, with other activities including pasture development, soil and water conservation, participatory forestry, and development of a watershed management plan to benefit about 312,000 households. The PDR also stated that about 25,000 unemployed youth, including women, were to be assisted to engage in off-farm income-generating activities. As a targeting approach, women would have equal representation on village land administration and land use committees, where at least three out of seven members were to be women.

27. In addition to significant land degradation, the LTWs targeted by this project were characterized by poor agricultural practices and over-dependence on bio-mass for rural family energy needs, leading to major carbon emissions that contribute to climate change.
28. During implementation, the number of *woredas* was expanded to 29 from the 21 *woredas* stipulated at design, mainly due to administrative and governance restructuring, yet the area covered has remained as at design.
29. The PCR mission confirms that the targeting approach and target groups were as per the design. The PCR team confirmed that the project targeting strategy was based on the level of degradation of the watershed, the presence of gullies that are beyond the capacity of smallholding farmers to restore and *woredas* with no intervention from other projects/donors. Household interventions were based on the households' potential (e.g. availability of four head of livestock as a criterion for biogas users), and community willingness to contribute its part and to adopt new technologies. All of these targeting strategies were in line with project design.¹⁰

C. Assessment of project relevance

C.1. Relevance vis-à-vis the external context

National policy and strategies

30. During project design the government had placed food security and poverty reduction at the top of its development agenda. The Plan for Accelerated and Sustained Development to End Poverty (PASDEP) was formulated for the five-year period from 2005/06 to 2009/10. At that time there was a profound national and regional sense of urgency as the country become more and more aware of the imminent and serious ecological threats posed by land degradation and the subsequent negative impacts on national development and livelihoods. PASDEP, like the project, was also aligned with Millennium Development Goals 1 and 7.
31. PASDEP recognized the importance of conserving and protecting natural resources through sustainable land management, proper utilization of agricultural lands, implementation of the land administration policy, and people's active participation in the strengthening of rural institutions. Proper land use and environmental rehabilitation have been identified as top priorities in order to combat drought and famine. Conservation, rehabilitation and restoration of the natural resource bases are seen as entry points for changing the existing dire livelihood situation in the rural economy.
32. The importance of arresting land degradation is echoed further in the Conservation Strategy of Ethiopia (CSE) as well as the Amhara Regional Conservation Strategy, which seek to promote linkages between the environment and development through: improved tenure rights to land and other natural resources; a coordinated, integrated and participatory approach to land use planning; and enhancing stakeholder engagement in the development process, especially that of disadvantaged local communities and women.
33. Agriculture and forestry were two of the four pillars in Ethiopia's launch of its Climate-Resilient Green Economy (CRGE) Strategy,¹¹ along with modern and energy-efficient technologies. The strategy clearly sets out environmental and development objectives for the forestry and agriculture sectors, which were also the major concerns of the project. The CRGE Strategy complements the first Growth and Transformation Plan (GTP I), which aims to set Ethiopia on a path to becoming a middle-income country by 2025, by doubling GDP per capita from US\$351 to US\$698 by 2015.
34. The CBINReMP implementation timeline coincided with the Ethiopian government's two consecutive Growth and Transformation Plans (GTP I and GTP II), 2010/11 to 2014/15 and 2015/16 to 2019/20

¹⁰ PDR (Feb 2009); PCR mission (December 2018); KIs with ORDA, BoA, Land Use and Administration, *woreda* focal persons; FGD at grass-roots level.

¹¹ Federal Democratic Republic of Ethiopia, *Ethiopia's Climate-Resilient Green Economy: Green economy strategy* (Addis Ababa, 2011), <http://www.undp.org/content/dam/ethiopia/docs/Ethiopia%20CRGE.pdf>.

respectively, and this timeline remains relevant. The project also remains relevant in the context of the GTP II contextualization on the part of the ANRS, since the plan has focused on implementation of integrated watershed development and protection, and has strategic objectives of reducing the challenges of the degradation of natural resources and increasing productivity. Under this strategy (ANRS, GTP II), the regional government planned to increase the regional forest cover from 13 per cent to 21 per cent, by producing 7.2 billion quality tree seedlings and carrying out a variety of activities to improve the survival rate of seedlings after planting.

35. At the time of project design and implementation, the GoE was striving for gender equality, as set out in project design. The federal and regional governments' constitutions and policies have provisions for gender equality, and grant preference to women in accessing social and economic services. In addition, the project was also in line with the Amhara region's land administration and land use planning proclamation, reinforcing a sense of ownership, and with improved institutional capacity at regional, district, and village levels.

IFAD strategic framework

36. The project was designed in line with the IFAD Country Strategic Opportunities Programme (COSOP), the strategic framework approved in December 2008, which emphasizes sustainable land management, with climate change receiving the greatest attention. Project objectives were in agreement with the COSOP, which aims to support projects that enhance access by poor rural households to productive natural resources and better production technologies. The project also remained relevant for the IFAD COSOP approved in October 2016 (covering the period from 2017 to 2021), which puts significant focus on watershed management activities in support of the sustainability of irrigation projects.

Community needs

37. The project was designed in line with the priority needs of the rural communities. According to the baseline survey,¹² the highest priority problems in the Lake Tana watersheds at the time of design were land degradation, crop disease, severe soil erosion, landslides and poor soil fertility. Design was undertaken with these community needs in mind.
38. PCR mission observations, along with KIIs and FDGs with beneficiaries, confirmed that the project's interventions remain relevant since the challenges still exist, even though the project has come a long way in addressing the community's needs.

C.2. Internal logic

39. The project design was prepared by a national team, with technical support from IFAD. The process was fully participatory, involving consultations at all levels and particularly at community level. Apart from enabling the identification of key issues on natural resource management, including the concerns of the rural households, the approach has engendered ownership of the project by the stakeholders. This participatory approach has continued during implementation.
40. The logical framework (logframe) matrix for the vertical logic is supposed to include the goal, purpose, outputs, and activities. However, the PDR did not have a list of activities in its logframe table.
41. The logframe indicators are not time-bound (for example, income should be measured as a percentage change in monthly/annual household income, as a direct indicator). In situations where it is not possible to observe and measure project results directly, indirect or proxy indicators should be used. The PDR did not provide such indicators.
42. The design stipulated two complementary impact pathways for achievement of the project goal and objectives. First, following participatory watershed planning, was to establish enabling conditions through creating awareness and convincing the beneficiary communities of the advantages/benefits associated with implementing project activities. This ensured ownership by the beneficiary

¹² *Baseline Report on Crop Production* (October 2013).

communities of the project's goal and development objectives. Subsequently, the implementation process started with frequent participatory domestic experience-sharing training events, grass-roots level organizing and a participatory watershed development planning process.

43. Even though the budget allocated to produce the expected results was sufficient during implementation, timely financial disbursement and time scheduling/prioritizing were not adequately administered. In addition, due to the fact that the project was unable to complete the activities by the original closing date, it was extended by an additional 18 months.

C.3. Adequacy of design changes

44. During the course of project implementation, some changes were made to the project's scope. Following the midterm review, on the mission's recommendation, certain categories in the following subcomponents were rearranged.
45. At the request of the RPCMU, and by agreement of the midterm review mission, activities under subcomponent A.3 (Off-farm soil and water conservation) and subcomponent A.4 (On-farm soil and water conservation) were merged to collectively become subcomponent A3. Activities under these subcomponents were largely similar, with the merger reducing the reporting workload.
46. Since component B (institutional, legal and policy analysis and reform) was largely focused on institutional and policy-related issues, the subcomponent on off-farm employment opportunities was moved from component B to component A and renamed as subcomponent A.4. It was further recommended that all activities related to off-farm employment opportunities and income-generating activities from all other components/subcomponents be consolidated into this single subcomponent.
47. A no-cost project extension by 18 months for the main project, and by three years for the second phase of sustainable climate change adaptation (component D), were the additional changes made to the original project design and implementation arrangements. The extension was justified due to the delay in implementation at start-up. Some overambitious targets were also modified, coming out of performance experience and as the effect of some institutional changes.
48. The baseline survey was not undertaken in the first year as had been stipulated in project design; it was rather prepared after two years of programme implementation, due to delay in consultant procurement. Moreover, the baseline data collection and analysis was not specific to the target Gilgel Abay and Megech watersheds. So it is difficult to evaluate the integrated watershed management component part on the basis of merged baseline benchmarking.
49. The Bureau of Water Resource Development (BoWRD) planned to implement hydrological monitoring of the effects of rehabilitation on river flows, with a budget to this effect being made available in PY1. However the BoWRD had shown insufficient capacity to implement these activities and has not been able to process the required international procurement for equipment.
50. In summary, the project design was consistent with the needs of the targeted groups, as well as with the policies and national priorities of IFAD and the government. The internal logic was sound, though some limitations were observed in targeting and setting simplified indicators. The adequacy of project design is shown to be limited, due to changes in implementation modalities and the extension of the project completion timeframe. Therefore the project is rated as satisfactory for relevance (rating: 5).

D. Assessment of project effectiveness

D.1. Physical targets and output delivery

51. Overall, the project was effective on output delivery,¹³ although there were delays in project implementation at the initial stage. A total of 650 participatory integrated watershed management plans were developed (100 per cent of the appraisal target). More than 104 million fruit and forestry seedlings have been produced, subsequently, plantation were established on 17,600ha degraded communal lands, gullies, farmland and around churches. Another 934 ha of land (93 per cent of the

¹³ Please see details of output delivery in appendix 8, Physical Progress Table.

appraisal target) are now under participatory forest management, with appropriate agreements/local legislation being finalized.

52. Some 24,000 ha of seriously degraded off-farm land (74 per cent of the appraisal target) have been rehabilitated through the establishment of some 38,000 km of hillside terraces or stone bunds. Some 144,000 ha of cultivated land (115 per cent of the appraisal target) have been treated with some form of on-farm soil and water conservation measure – more than 113,000 km of stone/soil bund and some 432 ha of gully rehabilitation.
53. As part of the integrated catchment water management plans, some 18,500 households received training in community ponds, roof water harvesting and hand-dug well construction, translated into 288 wells being dug and rope and washer pumps installed, with benefits having begun to accrue to the women of the households. The time saved in collecting water is being invested in the development of homestead gardens.
54. Area closure through community participation and promotion of cut and carry system have been made on 32,124 ha of grazing land (223 per cent). Improved pasture management has been demonstrated on 6,378 ha (80 per cent of appraisal target), with 499 pasture management plans with local by-laws developed (80 per cent of appraisal target) and 356 grazing land user associations established (56 per cent of appraisal target).
55. In relation to land certification, by completion the project had issued first-level certification to 287,704 landholdings (64 per cent of the appraisal target).¹⁴ At design, the project's aim was to benefit all households within the LTWs with land certification. In addition, 25,370 cadastral surveys were completed and 9,577 second-level certifications issued. The cadastral surveys and issuance of second-level certifications involve a protracted process. The project and both the Regional and *woreda* Bureaux of Agriculture and Natural Resources need to look at additional funding following closure, in order to continue this important activity and ensure that the expert teams set up for surveying and computerization of the records are not lost. Much of the first-level data still sits in books filed in hard copy for each *kebele*.
56. The introduction of water-lifting technologies has reduced the workload on women, who are the ones mostly responsible for fetching water from long distances, and has enabled them to enter into vegetable production on their homestead plots. This provides both additional income as well as nutrition security for the household.
57. Formal training on alternative energy technologies has been given to more than 5,500 households and has resulted in 1,381 biogas plants being established, 17,269 improved cook stoves and more than 1,000 solar lanterns distributed.
58. Employment opportunities have been created for 10,133 landless youth and women (40 per cent of the appraisal target) through engaging them in income-generating activities. However, the focus has to be strengthened on organizing the associations and building their capacity, given the important role of such institutions for sustaining the project's benefits. Similarly, a greater effort in strengthening the capacity of income-generating activity (IGA) clients to plan, manage and monitor their financial performance is essential in order to optimize the outcomes of these activities.¹⁵
59. The activities under *in situ* conservation and the establishment of community gene banks have been below expectations. Of the five gene banks planned, construction has started on four, with none completed and operational as of project closure in September 2018. Their completion status is reportedly attributed to a failure on the part of the contractors to finalize and deliver the construction.
60. In summary, the project objectives were mostly met and most important output targets were achieved. Most outputs have led to the desired outcomes. Thus, the project is rated satisfactory for effectiveness (rating: 5).

¹⁴ This appraisal target refers to 450,000 households that the project aimed to benefit with land certification. But caution is called for in that the number of landholdings and number of households may not exactly coincide: a household may have more than one holding.

¹⁵ As recommended by the April 2018 supervision mission.

D.2. Project outcomes and impacts

61. Key impact domains for the CBINReMP include the following: (i) households' income and assets; (ii) food security; (iii) human and social capital and empowerment; (iv) agricultural productivity; (v) access to market; (vi) natural resources and the environment; (vii) climate change adaptation; (viii) gender equity and empowerment of women; and (ix) institutions and policies.
62. This PCR mainly benefited from the impact assessment conducted by MARIL Consultants to report on project outcomes and impacts.¹⁶ In addition, as necessary the PCR mission also collected data to fill in the information gaps, using FGDs and KIIs on selected project sites, over a period from 17 to 28 December 2018.
63. The impact assessment combined quantitative and qualitative methods, including a household survey and participatory approaches involving beneficiaries and stakeholders.¹⁷

Household income and assets

64. Due to the nature of the project, there are limited data to measure the impact of the project on household income and assets. An attempt was nevertheless made to report some indicators of household income and assets, based on KIIs and FGDs, and to extract information from the endline project impact assessment, in view of different project interventions.
65. According to KIIs and FGDs carried out with the PCR mission, following project intervention the households' income and food security has improved. The introduction of rope and washer pumps and biogas energy has reduced the workload on women, who are those who are mostly responsible for fetching water and collecting fuelwood from far away, and enabled them to enter into vegetable production on the homestead plot and to use biogas lamplight. Subsequently they are receiving additional incomes, their workload has been reduced, they are able to send their children to school, and nutrition security in the household has improved.
66. According to the project impact assessment study, the majority of households in the sample *woredas* mainly engaged in mixed farming (crop production and livestock rearing), though the target of the project was to diversify the livelihoods of the community by engaging and supporting them to participate in on-farm and non-farm activities. The household survey revealed that the major sources of income for their livelihoods is accounted for by cattle-raising (21.5 per cent) followed by crop production (20.1 per cent). In addition to cattle-raising and crop production, income from timber sales (7.6 per cent), shoats (7.6 per cent), animal fattening (5.5 per cent), casual labour (3.7 per cent) and petty trade (3.6 per cent) were found to be significant sources of income for the sample households. Timbers sales and animal fattening activities have become increasing sources of household incomes in the sampled *woredas* following project interventions.
67. In particular, as reported by the impact assessment, income from crops and pulses has increased following project intervention by 63.7 and 73 per cent respectively, implying positive project impact on household income. In terms of assets, it has been observed that the holding of assets by households

¹⁶ MARIL Consultants, *Impact assessment on CBINReMP* (December 2018).

¹⁷ Ibid. The following methods were deployed to address key questions set out in the Terms of Reference: desk review, questionnaire survey, KIIs, FGDs, ground-based photo monitoring method, site observation and geographic information system. For the sample, a total of four *woredas* and twenty community watersheds with poor, medium and high performance were purposefully selected, in consultation with beneficiaries and stakeholders such as CBINReMP Unit experts, *woreda* agricultural experts and DAs. The consulting team and CBINReMP Unit experts agreed to collect data on land administration in the same *woredas*. Likewise, two *woredas* were selected purposefully for sustainable climate change adaptation, in consultation with beneficiaries, CBINReMP Unit experts and ORDA experts. A community watershed was purposefully selected for the carbon sequestration assessment, in consultation with the CBINReMP Unit experts and *woreda* agricultural experts. A total of 100 household head participants were selected randomly for the questionnaire survey in Gummara watershed of the two *woredas* for sustainable climate change adaptation. Likewise, 100 survey participants in Adisbah community watershed were randomly selected for the carbon sequestration assessment. A total of eight FGD sessions were organized with purposefully selected participants, nine to 12 in number, to collect data on the project interventions in natural resource management, land administration and sustainable climate change adaptation. In addition, 20 experts from various offices were also purposefully selected. Sites for observation and ground-based photo monitoring sites were purposefully selected to understand the successes, failures, impacts, opportunities and challenges of the project intervention.

(measured in the numbers of cattle ownership) showed a decrease following project intervention, likely attributable to area closure promoted by the project.

68. The FGD and KII participants reported that *acacia decurrens* plantations created on communal lands by the youth groups and the community enabled the households to get additional incomes from the sale of timber products. Similarly, grasses and fodder crops grown under the *acacia decurrens* for animal fattening enabled the youth groups to receive better income than they used to have before the project intervention.¹⁸
69. The project has generated an increase in household incomes but a reduction in physical assets. Therefore, the project is rated moderately satisfactory for household incomes and assets (rating: 4).

Human and social capital and empowerment

70. The project has provided training and experience-sharing visits that have developed the capacity of the regional, zonal and *woreda*-level heads and experts, Watershed (WS) committees and other farmers, including women and youth (for a total number trained of 10,302 (91 per cent of target)). The project promoted a participatory approach that strengthened local community ownership. According to the FGDs, the project encouraged women to participate within the WS and land certification committees. They have also participated in various training events and have developed confidence to represent women's interests.
71. The project supported the community to develop the knowledge and skills to implement various land rehabilitation structures and build the capacity to develop their by-laws and put them into practice. Hence a conducive environment was created for rehabilitation of degraded lands and ensuring multidimensional benefits. Women – who did not have the chance to share in the grass resource before – have now created assets as a result of selling grass. In particular, the project's land administration intervention has helped women to be empowered in their land-related and decision-making processes.¹⁹
72. In addition, the WS rehabilitation interventions at large resulted in minimizing seasonal migration and encouraging stability. It is thus proven that the community developed resilience to natural calamities like snow, frost and extreme flood. The capacity-building and economic benefits enhance the empowerment process.
73. It was reported that the community WS committee played a big role in managing controlled grazing lands. The WS committees have their own schedule – in most cases two-week based – to monitor and discuss the status of their WS, more specifically for controlling free grazing. In addition, the committees were also undertaking discussion with the watershed communities on issues related to their respective WSs.
74. However, the empowerment process needs a systematic approach to community participation in each stage of WS development. The number of committee members varies from WS to WS – from seven up to 13 members, with some representation by women.
75. Given the achievement of strong community ownership of the project, community in-kind contribution was estimated at about US\$34 million (about 600 per cent of what was anticipated at design). The project is rated satisfactory for human and social capital and empowerment (rating: 5).

Food security

76. At inception the project targeted households that were marginally food secure, vulnerable and with the potential to slip back further into food insecurity unless the problem of land degradation were urgently addressed in order to raise agricultural productivity. In light of this, the communities that participated in the focus group discussion on this PCR mission have confirmed the positive role of project activities in increasing soil fertility and productivity and in flood control. One of the FGD participants in North

¹⁸ Please see individual cases of project impact on household income as reported in MARIL Consultants, *Impact assessment*.

¹⁹ BoRLAU, *Rapid outcome assessment on land administration intervention* (December 2017).

Achefere *woreda* in Marwonz watershed stated that “gully erosion was the main problem leading his family to be displaced and leave their home more than three years ago. Now they have returned to their home due to the improvement in the land, reduced flood risk and increase in crop productivity.”

77. As reported by the FGD participants in the watersheds visited by the PCR mission, at project inception gullies were a major threat to food insecurity, by swallowing up fertile land, endangering environmental sustainability and diminishing prospects for water resources. Consequently the agricultural food products were insufficient to feed their families throughout the year. The majority of the communities had food shortage gaps of a minimum of three to six months. Their coping mechanism during shortages of food was that of borrowing from individuals at a high interest rate, as well as labour contribution (working for the borrowers). Likewise, the baseline survey had reported that households had coverage for only eight months’ of the food requirement for average persons (with four months of food gaps).
78. At project endline, however, the watershed community members ate three times a day, unless they had their own specific feeding habits and cultures. In addition, some of the households in the community saved food crops and seeds as a contingency for the bad season. For example, as the PCR mission noted, in the project *woredas* of Mecha, North Achefer and Dangila, the watershed communities saved crops – and some of them have bank accounts to save some extra money.
79. Project impact assessment examined the food security conditions of the sample households by considering the availability of food in the household. About 74 per cent of respondent households were found to be food secure. Moreover, not all households suffer equally from inadequate food consumption for the same number of months in a year. The inadequate food consumption may vary from a short-term experience to year-round food shortage conditions. For 21.6 per cent of the food insecure sample households, there were severe food shortage problems for more than six months; 50 per cent of them suffered food shortage problems from three to six months and 28.4 per cent of them faced a food shortage problem for less than three months. This clearly indicates that chronic food insecurity still persists in the community, despite the fact that the majority of sample households were food secured.
80. The project generated a modest increase in food security for poor rural men and women: somewhat more than 50 per cent of the target was met. Therefore the project is rated as moderately satisfactory for food security (rating: 4).

Agricultural productivity

81. It follows logically that integrated natural resource management is expected to improve agricultural productivity. According to the PCR mission findings, the crop yield showed a substantial improvement in most of the watersheds within project intervention areas. It was reported that crop production has doubled. Yield levels improved for teff, potato, wheat and maize due to soil and water conservation and the use of improved seeds and fertilizer. At watershed level, yield levels were reported to have increased substantially by project closure (2018) compared to the case at inception (2011).
82. According to project impact assessment survey data, cereal crop productivity has increased from 14.1 quintals per hectare to 19.8 quintals per hectare. Average pulse crops, and others like potatoes, increased from 6.5 quintals per hectare to 9.84 quintals per hectare and from 8 quintals per hectare to 23 quintals per hectare respectively.
83. The change in crop yield could be attributed to project intervention in soil and water conservation, land certification and management, livelihood diversification and creation of awareness. The project achieved a remarkable biophysical change in the sample *woredas*. The project intervention effects in biophysical change and crop production have the potential to motivate farmers’ to manage their resources properly and build their capacity to implement various technologies.
84. In summary, project activities have led to a good increase in agricultural productivity or production in the project target area. This increase is well-measured, well-quantified and well-documented, and therefore the project is rated as satisfactory for agricultural productivity (rating: 5).

Institutions and policies

85. As stipulated at design, the project implementation modality follows the existing government administrative organizational chart under the regional BoANR, and the respective implementing partners. The project has provided numerous trainings and exposure visits to the relevant experts, to build capacity for better project intervention and to ensure sustainability after project closure. In this respect, KIIs with *woreda* focal persons and relevant implementing partners confirm that the project has contributed to improving their capacities for delivering project activities.
86. At grass-roots level, the project has supported in the organization of watershed committees, which take the lead in organizing their community members to engage in different watershed management activities. Watershed committee members received various trainings and exposure visits offered by the project, and then transferred their knowledge to their respective members for a better watershed management intervention. FGDs with watershed committee members in selected samples visited by the PCR mission acknowledge what the project has provided to them in terms of both technical and material support. The FGDs also further noted that given that all project activities were undertaken in a participatory manner, their feeling of ownership of project results is strong and determinant in its sustainability. At most sites, community watershed management bylaws were issued, in particular in area closures.
87. Policy change engagement, another one of the components of the project, has advanced some distance. A wetland management policy framework has been prepared by the project. Following validation of this framework, it was reported that the regional authorities have already taken the initiative to utilize this policy framework to develop a policy and establish an agency to manage wetlands, which in turn exemplifies the project's contribution to policy change. Likewise, a regional forest management policy framework has also been initiated, although it was not completed during the life of the project.
88. In summary, the institutions supported by the project are self-managed, although they still require some support. The capacities observed in grass-roots level organization highlight the likelihood of project results continuing after completion. The project has managed to influence policy. Thus, the project is rated as satisfactory for institutions and policies (rating: 5).

Access to market

89. The project did not provide any direct intervention targeting support to access to market. Yet there are some components (like IGA) that necessarily involved supporting market access. In light of this, different supervision missions as well as the PCR mission learned that IGA participants experience challenges in accessing both input and output markets.
90. There is little evidence of an increase in farmers' physical access to markets or of access to market prices and information. The project has only marginally enhanced the capacities of rural producers' groups. Therefore the project is rated as moderately unsatisfactory for market access (rating: 3).

Environment and natural resources

91. In line with the procedures of IFAD's Environmental and Social Impact Assessment (ESIA), the project was classified as Category B. Due attention was thus given to some of the issues in implementation of watershed management activities and soil and water conservation works, including plantation establishment and forest utilization. Some project activities were also under the country's ESIA Schedule Two (projects requiring a preliminary environmental impact study). However no ESIA was done at project design, with the presumption that the major project components had positive environmental and social impacts.
92. At project end there were no negative environmental impacts reported from the various project interventions; on the contrary, positive environment and natural resource impacts have been reported.
93. In FGDs held with different watershed committees and beneficiaries, almost all of the respondents confirmed the positive environmental impacts as a result of integrated watershed management and

area closure activities that were carried out as a result of project interventions. The positive impacts were reported to include the following: improvement in hydrological flow (with the flow of springs extended from three to four months, to eight to 12 months, and with new spring development); regeneration of locally extinct wild flora and fauna; rehabilitation of gullies; and reduction in landslide risks. Gullies have been addressed in most project areas (Bahir Dar Zuria District of Yidemo watershed, and North Achefer District of Marwonz watershed) with the use of *Dodonaea viscosa*, an evergreen shrub that is very effective in sand dune fixation and controlling erosion, since its roots are an excellent soil binder. Similarly, in Banja District of Agazi Watershed, 200 displaced households have returned to their area due to improvement in their soil fertility and increased crop productivity.²⁰

94. According to a pilot study by Ferguson (2014),²¹ in project enclosure sites in Banja and South Achefer Districts, the above-ground dry weight biomass of grasses and herbs in the enclosed degraded grazing areas increased 40 to 60 times compared to the adjacent unmanaged grazing lands. This was verified by PCR mission field observation at Banja District in Surta *kebele* of Agzi-1 watershed.
95. As reported by the impact assessment,²² the project intervention has brought a significant amount of carbon sequestration. The overall carbon and greenhouse gas balance for the reporting period under the baseline scenario was 16,380 tCO₂eq over 8 years. The overall carbon and greenhouse gas balance for the reporting period for the project scenario was 28,393 tCO₂eq over 8 years, and the total incremental difference for the reporting period was 44,773 tCO₂eq over 8 years. Annual C change for the baseline scenario was -1,638 tCO₂eq/year. Annual C change for the project scenario was 2,839 tCO₂eq/year. The annual incremental difference was 4,477 tCO₂eq/year, implying that a significant amount of carbon is sequestered as a result of the project intervention.
96. In summary, the environment and natural resource base have been improved in the project intervention areas. Pressure on the natural resource base has been reduced and it is now being used in a more sustainable manner. High-standard environmental norms were followed for most project activities, and there are no negative impacts on the environment. Accordingly the project is rated as satisfactory for environment and natural resource management (rating: 5).

Adaptation to climate change

97. Overall, the project was designed to improve the climate change adaptation capacities of the beneficiaries through flexible interventions. In particular, the project added a component D ("Sustainable adaptation to climate change"), with financial support from AECID. All activities under this component were subcontracted to the Organization for Rehabilitation and Development in Amhara. The activities were implemented in three highland *woredas* (Farta, East Estie and Laygaynt) around Mount Guna to the east of Lake Tana.
98. The project presented a unique opportunity for IFAD to demonstrate the strong linkages between rural poverty, land degradation and climate change. As reported by the PCR mission, several KIIs and FGDs recognized the great attention in regard to climate adaptation strategies paid by the project in training and capacity-building for beneficiaries and implementing stakeholders at all levels.
99. The integrated cluster approach to technology intervention proved to be successful. It provided integrated technologies in community clusters to households that were highly vulnerable to climate change, built their adaptive capacity in response to climate vulnerability and strengthened their resilience through diversified livelihoods.
100. One of the FGDs conducted in Farta, Argadidm *kebele* in Meher community watershed said that "if it were not for the project, we would have been the poorest of the poor". He acknowledged that his building of a corrugated iron house full of furniture was the result of selling irrigated vegetables, with two or three harvests a year, due to project support with technical training, improved vegetable seeds, *Rhauminus* and apple seedlings, etc. A significant number of households in the target areas are

²⁰ PCR field mission (17 to 26 December 2018).

²¹ Jerry Ferguson, *Biophysical assessment of the rehabilitation of over-grazed common lands for the CBINReMP* (unpublished paper, 2014).

²² MARIL Consultants, *Impact assessment*.

cultivating a variety of vegetables, including garlic, head cabbage, carrot, beetroot and lettuce, using small-scale irrigation around their homes.

101. The project has progressed well in the rehabilitation of degraded lands as the major package in its climate change adaptation interventions. Key informants said that pasture productivity on this rehabilitated land has increased remarkably. They are harvesting hay for their own use and for commercial purposes. For instance, each year a community watershed in East Este made sales on average of 240,000 birr, with 1000 birr earned per household. The effort to reduce free grazing for improved natural resource management was supported by introducing different varieties of forage seed and seedlings, such as; vetch and sinnar, desho grass and susbania. Established and managed project-financed forage nurseries accessed forage grasses both for conservation and as a source of feed.
102. The above activities went beyond building capacity for climate change adaptation by households and the community through natural resource conservation and livelihood diversification. They also have implications for climate change mitigation. Some of the project intervention sites have become model climate change adaptation and mitigation learning centres and have received various stakeholders and farmers coming from different parts of the region. This evidence shows that CBINReMP-supported households have better prospects of withstanding drought conditions and that the project has helped beneficiaries cope with climate change.
103. In summary, the communities were empowered to mitigate the most prevalent negative effects of climate change and/or capitalize on some new opportunities emerging in a changing climate, but much more needs to be done. The project has been rated as satisfactory for adaptation to climate change (rating: 5).

Gender equity and women's empowerment

104. The participation of women in watershed activities has been guided by the Project Implementation Manual in terms of women's representation in watershed institutions. Over time, the process has encouraged and improved women's involvement in planning and implementation. The PDR noted that the average number of women directly targeted by the project is 27 per cent of the overall target.
105. Reducing rural poverty in the watershed communities is evident in the transformation of the livelihoods of young unemployed and low-income women. Women's equity and empowerment in the project can be seen from parameters such as access to land use and management rights, access to communal land resources, income, capacity-building and training, membership in watershed committees and accessing energy-saving stoves.
106. In terms of land ownership rights, it was found that women held property rights along with men. The land registration process and the provision of land certificates in the names of both husbands and wives guarantee equal rights, and now protect the rights of the women if their husbands divorce them or pass away.
107. Around 21,740 women landholders were trained in a project capacity-building programme. The introduction of rope and washer pumps and biogas energy has reduced the workload on women, who are the ones mostly responsible for fetching water and collecting fuel wood from far away. It has enabled them to enter into vegetable production on the homestead plot and to spin cotton, providing both additional income as well as nutrition security for the household.
108. Women obtained training to become empowered and to help them to participate and engage as beneficiaries and decision makers at watershed level. Employment opportunities were created for 10,133 landless youth and women (40 per cent of the appraisal target) and some women were engaged in income-generating activities with technical training support, although women's numbers within IGA remain limited.
109. As a result of capacity-building training events and land use certification, women's decision-making power has been improved over what it was before, as reported during the PCR field mission by FGDs and KIs in the sampled LTWs of Farta, Bahir Dar Zuria, Dangila, North Achefer, Mecha, and Banja

Districts. In households headed by men, women make joint decisions on: (i) balancing the workload and sharing responsibility (women spent more time in off-farm activities to obtain additional income); (ii) growing and selling agricultural products for household use; (iii) renting of land to other farmers and for land management; and (iv) livestock selling and fattening.

110. In summary, gender considerations were mainstreamed in to implementation. Women accounted for a substantial number of beneficiaries. Gender-related impacts are likely to be sustainable beyond the life of the project. The project is rated as satisfactory for gender equity and women's empowerment (rating: 5).

D.3. Targeting and outreach

Targeting

111. At design the project set the target of benefitting all smallholders living in the LTWs, estimated at 450,000 households, specifically in land certification. Other project activities – including pasture development, soil and water conservation, participatory forestry and development of watershed management plans – were expected to benefit about 312,000 households. About 25,000 unemployed youth, including women, were expected to be assisted to engage in off-farm income-generating activities. The target groups were households living on an annual per capita income of around US\$80 and cultivating landholdings averaging 1.10 ha.
112. On implementation, the targeting approach was carried out as stipulated at design. A total of 650 watershed management plans were prepared in order to understand land use and the natural resource base, as well as to permit identification of near-landless and landless households. These households were accordingly given priority for participatory forestry management, reforestation of degraded communal lands and allocation of public forests to community groups or individuals. In addition, an attempt was made to target women (who constitute 27 per cent of target beneficiaries) as stipulated at design.
113. It was reported that at the beginning of project implementation, targeting of youth had proven burdensome. However, the project succeeded in organizing unemployed, landless and near-landless youth into groups that then received facilitation to operate income-generating activities (bee-keeping, irrigated vegetable and fruit production, fattening, etc.)

Outreach

114. In line with its targeting, the project has promoted land use planning and enhanced security of land tenure. Accordingly, the project issued 287,704 first-level land certifications (64 per cent of the appraisal target), as part of improving land tenure security. Additionally, 25,370 cadastral surveys have been completed and 9,577 second-level certifications have been issued (mainly providing strong assurance for land tenure).
115. In line with the logframe, 650 participatory integrated watershed management plans have been developed (100 per cent of the appraisal target). Using nursery-grown seedlings and a direct-sown forest regeneration system, 17,600 ha of plantation were established on degraded communal lands, gullies, farmland and around churches. Some 24,000 ha of seriously degraded communal land have been rehabilitated (46 per cent of target), through the establishment of some 38,000 km of hillside terraces or soil bunds. Some 144,000 ha of cultivated land (115 per cent of the appraisal target) have been treated with some form of on-farm soil water conservation measure, including with construction of more than 113,000 km of stone/soil bund, and some 432 ha of gullies have been rehabilitated. Improved pasture management has been demonstrated on 6,379 ha (90 per cent of target), and the promotion and demonstration of improved backyard forage developments was achieved on 3,509 ha (252 per cent of appraisal target). However, there was no clear report as to how many of the 312,000 households targeted at project design were reached in the end.

116. The intervention supported by ORDA targets the entire community in the villages, irrespective of their wealth status. This was aimed at building climate change adaptation capacity using a cluster approach. It was reported that about 90 per cent of the target beneficiaries were reached.
117. In summary, little reliable information on outreach and beneficiaries is available. The project has thus failed to establish credible outreach. However, it is reported that an estimated 908,075 households have benefited from different project interventions. The project is rated moderately satisfactory for targeting and outreach (rating: 4).

D.4. Innovation, replication and scaling up

118. The project can be considered innovative in its focus on a community-based approach and implementation of integrated watershed management activities, as also acknowledged by the MTR mission.²³ It exploited the important linkages between environmental degradation, rural poverty and climate change. The project has introduced and promoted simple and affordable technologies for the rehabilitation of degraded lands, while providing employment opportunities outside agriculture. The approach was used of putting particular emphasis on the participatory development process, through strengthening and empowering the communities and their organizations. For instance, in this project the social fencing strategy²⁴ was a superior tool to manage area enclosure and degraded land rehabilitation as compared to physical fencing.
119. The project has succeeded in introducing and promoting the use of alternative rural energy supply in order to conserve forests and improve soil productivity. In particular, the use of biogas as an energy source to bake *injera* has been successfully piloted. This is especially important considering that *injera* baking is the single most energy-consuming activity in Ethiopian rural households. It is thus estimated that using biogas for a household's cooking needs, including the preparation of *injera*, could reduce its use of firewood by over 90 per cent.
120. The project was also a pioneer in the Amhara region in intervening on wetland management and conserving crop landraces with the aim of maintaining surface and groundwater tank reserves and for overall ecosystem reservation. To this end, 19 wetland management plans were prepared and were partially piloted in two wetlands, although no success stories are documented. The intervention has potential for replication and scaling up for the future, given the vitality of managing wetland for overall sustainable ecosystem preservation.
121. It was reported that various project activities/approaches have already been replicated in similar projects and followed through by benefiting households. For instance, the national SLMP project (financed by the World Bank) is also replicating some of the approaches of CBINReMP (particularly its community-based approach). At grass-roots level, individual farmers are replicating project activities – for instance, FGDs reported that climate change adaptation strategies promoted by the project have been replicated from four model farmers to more than 15 neighbouring farmers.
122. Project implementation within the existing government administrative structure is also worth mentioning as a project innovation in terms of institutional arrangements, helping in effective and efficient implementation of project activities. In addition, implementation within the existing administrative structure will support ensuring the sustainability of the interventions, where most implementing partners (those under the government structure) have agreed to take over project activities following project closure.
123. The project was also innovative in demonstrating investment cooperation among different financiers and in aligning donors' needs with the priority needs of the local community. The contributions by IFAD, GEF, AECID, GoE and the communities in financing project interventions were successful, and highlight a future need for replication and scaling up of such investment cooperation (as also emphasized in the IFAD11 commitment).

²³ Mid-Term Review and Implementation Support Mission Report (Mission Dates: 30 March to 15 April 2014).

²⁴ Social fencing is a virtual fence rather than physical fence used by the community to ensure area closures effectiveness. The community virtually agreed to protect the communal area and use social norms as a fence.

124. In summary, the project has tested some new innovative approaches to rural poverty reduction, but these mainly consist in adaptations of existing practices. Learning systems were satisfactory and lessons learned often raised them to a higher level. There is also interest from other projects and the government in taking up project activities. The project is thus rated as satisfactory for innovation (rating: 5). Development partners have likewise shown some interest in selected project initiatives. Some potential for scaling up or replication exists within the country. However, given the fact that the project is not going in for the next phase, the project is thus rated as satisfactory for the potential for scaling up (rating: 5).

E. Assessment of project efficiency

E.1. Project costs and financing

A. Project costs and financing as per appraisal

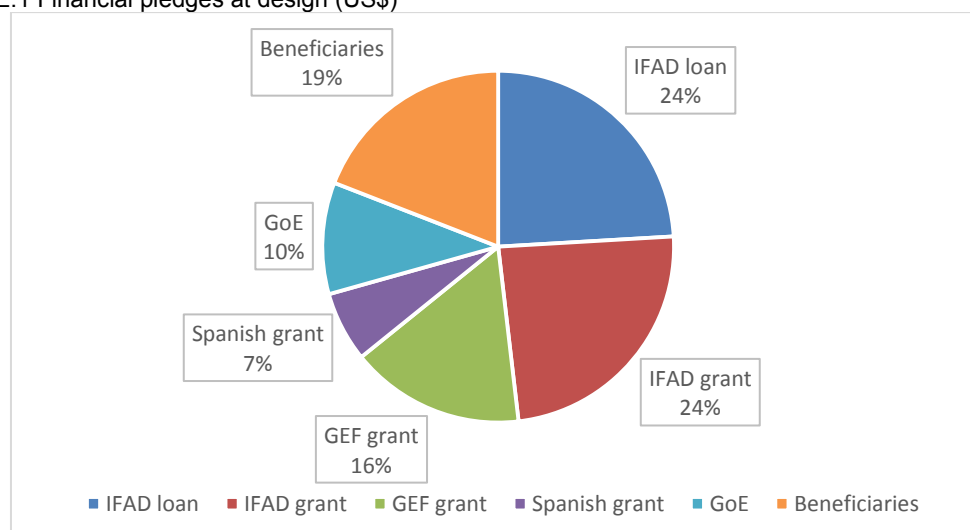
125. At design, total project costs for CBINReMP were estimated at US\$27.42 million, inclusive of physical and price contingencies. Investment in component A, community-based integrated watershed management, was to take up the largest share of CBINReMP resources at US\$19.27 million (70 per cent). Component B, institutional, legal and policy analysis and reform, was to take up US\$3.13 million (11 per cent), while component D, sustainable adaptation to climate change, was allocated US\$1.808 million (7 per cent), 98 per cent of which was to be financed by AECID and 2 per cent by the GoE. Project management was allocated a total of US\$3.21 million (12 per cent of total project costs). The details are presented in table E.1 below.

Table E.1 Total estimated project costs by component at design

Component	US\$ '000	%
Component A: Community-based integrated watershed management	19 274	70
Component B: Institutional, legal and policy analysis and reform	3 125	11
Component C: Project coordination and management	3 209	12
Component D: Sustainable adaptation to climate change	1 808	7
Total	27 416	100

126. Financing plan at design: The CBINReMP financing package of US\$27.42 million was to be financed by a IFAD loan and grant, GEF grant, AECID grant, the GoE and the beneficiary community. IFAD was to finance a large percentage of project costs with a loan and grant totalling US\$13.20 million (48 per cent of total project costs). The allocations of costs to other financiers were: GEF – US\$4.40 million (16 per cent); AECID grant – US\$1.77 million (7 per cent); GoE – US\$2.81 million (10 per cent); and beneficiaries – US\$5.23 million (19 per cent).

Figure E.1 Financial pledges at design (US\$)



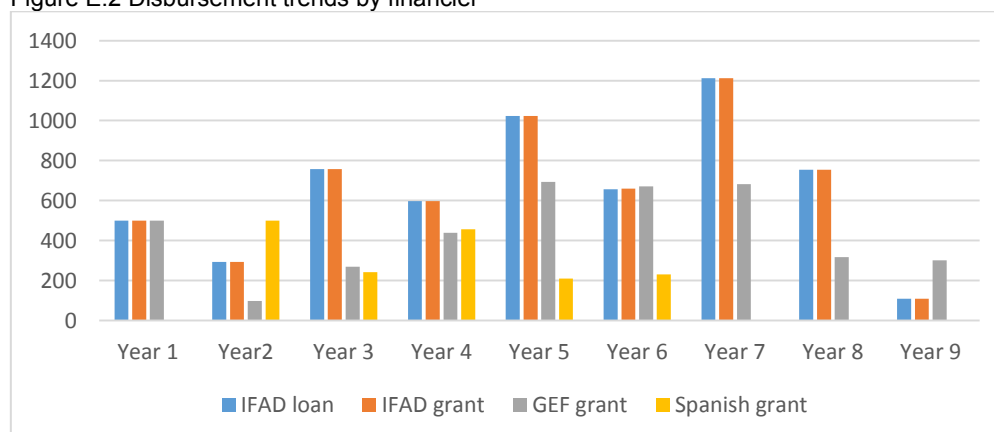
Actual disbursement and budget performance

127. Disbursement performance as compared with allocation at design: The total anticipated financing from six different sources at design was US\$27.42 million. The total realized financing as at 31 December 2018 was US\$52.84 million, representing 199 per cent of the target at design. This financing was realized as follows: the IFAD loan disbursed SDR 4.39 million (US\$5.91 million) representing 99.98 per cent of target at design; the IFAD grant disbursed SDR 4.40 million (US\$5.92), representing 100 per cent of the design target; the GEF grant disbursed US\$3.97 million, representing 90.26 per cent of the design target; and the AECID grant disbursed US\$1.64 million, representing 92 per cent of the design target. Domestic cofinancing from the GoE counterpart contribution was the equivalent of US\$1.16 million, representing 42 per cent of the target at design, while beneficiaries realized the equivalent of US\$34.26 million, with this being 617 per cent of the design target. Government mobilized the beneficiaries to deliver component A, as there was an urgent need to remediate the watershed.
128. **Disbursement trends:** IFAD interventions under CBINReMP were aligned with the GoE budget calendar. Financial planning through AWP/Bs was always carried out within the specified cycles. Disbursement was relatively consistent throughout project implementation, although the project disbursed over a period that was longer than planned. The GoE disbursements and beneficiary contributions reached a total equivalent to US\$35.42 more than the total external resources mobilized. Compared to the appraisal target of US\$19.37 million, the project realized US\$17.42 million, representing 90 per cent. External source disbursements are shown in table E.2 below:

Table E.2 Disbursement trends by financier to 31 December 2018 (US\$ '000)

Financial Year/Financier	IFAD loan	IFAD grant	GEF grant	AECID grant	Total
2010/11	500.00	500.00	500.00	-	1 500.00
2011/12	293.11	293.11	98.32	500.00	1 184.54
2012/13	756.66	756.66	269.69	242.49	2 025.50
2013/14	597.53	597.53	438.01	456.58	2 089.65
2014/15	1 023.09	1 023.09	693.24	209.06	2 948.48
2015/16	659.99	659.99	671.59	230.00	2 221.57
2016/17	1 211.47	1 211.47	682.63	-	3 105.57
2017/18	753.97	753.97	316.54	-	1 824.48
2018/19	109.19	109.19	301.65	-	520.03
Total	5 905.01	5 905.01	3 971.67	1 638.13	17 419.82

Figure E.2 Disbursement trends by financier



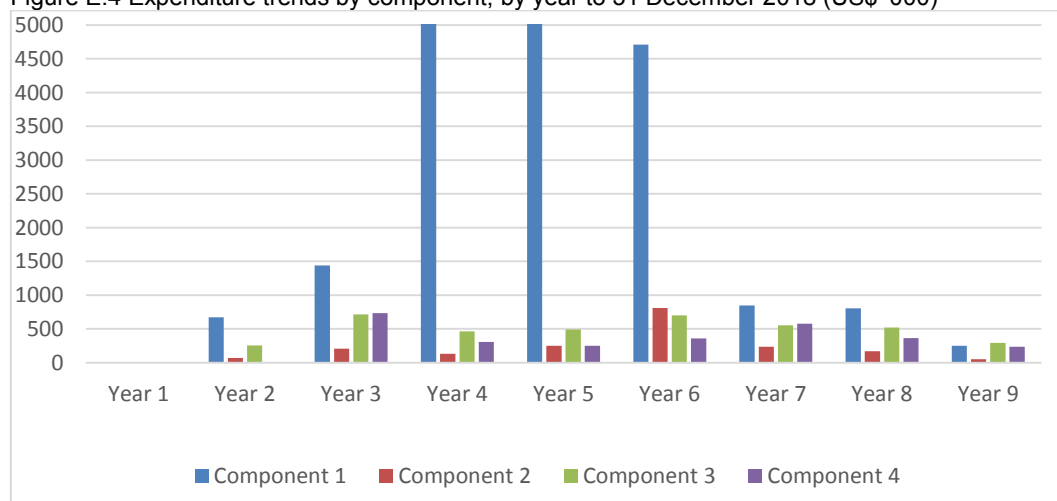
129. The highest disbursement was registered in year 7, which was to have been the closing year for the project. The Project's slow disbursements were attributed to improper accounting practices (in which withdrawal applications would be raised once in a year), high staff turnover and poor planning, with implementing agencies taking too long to execute their activities and justify advances. Delayed implementation of many project activities contributing to project completion led to delays in immediate impacts on beneficiaries. Disbursement is however rated as successful.
130. Annual budget performance: Implementation of CBINREMP was based on respective the AWP/Bs and guided by demand-driven activity identification. There was no expenditure in year 1 (2010/11), during which the project financing agreement was signed. That year the project only received authorized allocation from IFAD and GEF. In the second year, performance was low at 20 per cent, but the budget was also very unrealistic. This was followed by relatively stable performance over the subsequent years, as summarized in table E.3 below.

Table E.3 Annual workplan and budget vs. actual, by year (US\$ '000), all financing sources

Component/ Year	Component A		Component B		Component C		Component D		Total	
	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual
2010/11	-	-	-	-	-	-	-	-	-	-
2011/12		675		71		256		-		1 003
2012/13	10 533	1 440	634	210	1 348	716	2 595	736	15 110	3 102
2013/14	11 024	9 500	707	131	752	466	1 124	310	13 607	10 407
2014/15	11 329	6 740	707	253	1 182	492	-	252	13 218	7 737
2015/16	5 360	4 709	1 148	812	837	701	1 466	362	8 811	6 584
2016/17		850		239		553		576		2 218
2017/18		806		171		519		365		1 861
2018/19		250		50		295		236		831
	24 970		1 937		3 998		2 837		33 743	

131. **Performance by component:** The component expenditure trends are summarized in figure E.4 below. Component A, community-based integrated watershed management, received the most funding, accounting for 74 per cent of total actual expenditure, followed by component C, project coordination and management, which accounted for 12 per cent of total actual expenditure, then component D, sustainable adaptation to climate change at 8 per cent and lastly component B, institutional, legal and policy analysis and reform, which accounted for 6 per cent of total project expenditure. Expenditure in percentage terms under component A was higher than what was envisaged at design, mainly due to a very high community contribution, accounting for 65 per cent of total project cost.

Figure E.4 Expenditure trends by component, by year to 31 December 2018 (US\$ '000)



132. **Expenditure trends by category.** The original cost category allocations were revised to respond to a government request to realign activities as an extension was being sought. Thus the unallocated funds under the IFAD loan and grant were allocated to vehicles and equipment, and to other operating cost categories that had been overdrawn. On the GEF grant, some unallocated funds were allocated to the training category and other operating cost categories. Most of the funds allocated in line with the revisions were disbursed for vehicles and equipment, recording an overdraft of 22.72 per cent. Overdrafts were also recorded for training (16.85 per cent), project staff salaries (3.5 per cent) and other operating costs (54 per cent). The vehicles and equipment and other operating costs categories recorded these overdrafts after reallocations. Their respective disbursements would have been 206 per cent and 337 per cent in comparison to the original allocation, with overdrafts of 106 per cent and 237 per cent respectively. The high expenditure under other operating costs is partially explained by extension of the project, with the extended period requiring financing in the area of operating costs.

E.2. Quality of project management

133. The Project was declared effective on 17 March 2010, yet as indicated in the MTR report there was a lengthy process before activity implementation could get underway, attributed to the delay in opening the requisite bank accounts, submission and processing of the first withdrawal application for the initial deposit, delayed establishment of the RPCMU and delay in setting up of the Regional Steering Committee.
134. The Regional PCMU was responsive to most of the recommendations of the supervision missions. Yet due to the years lost in start-up, the project was extended by 18 months.
135. AWP/Bs and procurement plans were prepared and served as planning tools, although often the annual workplans and budgets were not aligned. There were also weaknesses in monitoring and evaluation. Project M&E system was weak. At times, data quality and consistency were a challenge, and as a result project outreach and impacts could not be tracked. A proper MIS was proposed at design but was not put into effect.

E.3. Quality of financial management

136. **Financial management systems.** CBINReMP has two data processing and reporting centres: the Regional Project Coordination and Management Unit in Bahir Dar and the Federal Project Coordination and Management Unit at the Ministry of Agriculture in Addis Ababa, which is also the accounting consolidation centre and is responsible for raising withdrawal applications. Transactions executed at FPCMU were never passed on to RPCMU. While the Peachtree accounting software at RPCMU was configured to serve the project's needs, this was not done at the FPCMU, creating accounting challenges where the FPCMU had to resort to the cumbersome MS-Excel for project accounting, which was inefficient.
137. Project finance staff have not been fully dedicated to the project, and there was very high turnover as staff were assigned and reassigned at short intervals, creating a situation where learning was nearly continuous. As a consequence of this: the project has not been submitting interim financial reports to IFAD; there has been no regular submission of withdrawal applications; there have been delays in posting transactions; and audit preparation has been taking too long, leading to delays in submission of audit reports.
138. **Funds flow:** The disbursement trends were generally consistent but low compared to design projections, which led to a request for extension of the implementation period by 18 months. The project faced liquidity challenges during implementation, mainly arising out of a failure to submit withdrawal applications regularly as provided for in the Letter to the Borrower. There were also delays in justifications from the *woredas*, contributing to the low volume of withdrawal applications and consequently leading to inefficiencies in implementation.
139. **Quality of the audits:** External audits were performed by the Audit Services Corporation, a statutory agency of the Government of the Federal Democratic Republic of Ethiopia. The policy was to prepare the financial statements in compliance with the International Financial Reporting Standards. The quality of the audits was generally poor for most years, but the audit reports were acceptable to IFAD.

There were delays in submitting audit reports for some years, as in 2012/13 when the audit report was submitted six months after the due date and triggered a legal notice by IFAD headquarters to suspend disbursement of both loan and grant, leading to the downgrading of the risk profile of the whole portfolio. The project received both unqualified and qualified audit opinions.

140. **Final audit:** The final audit has been received at the beginning of March 2019 and the findings reflect the overall situation of an internal control environment not completely efficient.

E.4. Partners' performance

141. The project implementing partners under CBINReMP were highly diversified, with some service providers – especially ORDA, BoRLAU, the BoANR (including its branch offices at *woreda* and *kebele* levels), the National Biogas regional office, and the BDU – providing quality services with timely reports. The district-level project focal persons assigned by the District Office of Agriculture played an indispensable role in the success of project performance. The BoFED, through its district branch offices, played its own part in financial controlling, monitoring and reporting on each project component to be utilized on its respective budget line. As identified by the PCR mission, the regional government also contributed by allocating the required matching funds, paying salaries for district focal persons and providing offices for the RPCMU.
142. The district steering committees were organized, responsible for guiding and overseeing overall project implementation, yet they failed to hold regular meeting to provide direction on implementation bottlenecks.
143. The level of performance of the EBI in the handling of contracts to finalize construction and furnish gene banks was very low.
144. In summary, the performance of the implementing agency was moderately satisfactory throughout implementation. It was usually responsive to IFAD's recommendations and proactive in solving implementation issues. The project regional steering committee was usually proactive in providing the required direction. Thus the project is rated as moderately satisfactory for implementing agency performance (rating: 4).

E.5. Quality of supervision and implementation support

145. IFAD's support to the project – both at design and during implementation – has been acknowledged by the RPCMU and the federal level SLM (project lead agencies), as well as by the implementing partners. IFAD has undertaken at least one supervision mission per year, plus numerous implementation support missions providing specialized technical expertise as required.²⁵
146. IFAD's supervision and implementation support was reported to have focused on problem-solving, adopting a participatory and collaborative approach, along with flexibility to ensure relevance in a changing environment. Solutions for implementation bottlenecks were agreed, and prompt responses provided as and when necessary. Agreed actions and performance ratings were undertaken jointly, and were owned by the lead agency (borrower).
147. In addition, IFAD-led supervision missions strived to adjust for project inadequacies vis-à-vis the original design. Still, limitations were observed in IFAD supervision missions, where some of the agreed actions were not specific in nature and continued to be issues in the following mission. Although they are the responsibility of the borrower (lead agency) to act on, some issues at times remained unresolved for quite some time.
148. As reported by the lead agencies, IFAD has been commended for timely review of procurement and AWP/Bs, and for prompt responses to no objection requests, with no reports of delays in responding to withdrawal applications.
149. In summary, IFAD has provided strong support during project design and implementation, as recognized by most partners. The quality and timeliness of supervision missions were satisfactory and

²⁵ Please see details on appendix 5 *Dates of supervision and follow-up missions*

their recommendations were relevant. Adequate implementation support was provided when required. The Fund's transfers were mostly timely. Thus, IFAD's performance is rated as satisfactory (rating: 5).

E.6. Project internal rate of return

150. The project internal rate of return was not estimated in the design of the project, which makes it difficult to determine monetary benefits from each component of the project. However an attempt has been made to estimate the cost/benefit of the IGA component of the project. Landless youths who organized themselves to undertake fattening and fruit and vegetable production were taken as a case study to estimate the cost/benefit of the project. The performance of the these IGA groups over three years has been assessed and the future cash inflows and outflows over seven years have been estimated so as to calculate the net present value of the project's investment (see appendix 10).²⁶
151. Therefore, as shown below (in appendix 10, table 7), using a discount rate of 12 percent over 10 years, the sampled IGA groups received net present value worth ETB 2,100,147. The net present value has been tested up to a 50 per cent discount factor and in no case returned a negative value, which indicates that the project investment in IGA was viable. The present value of benefits over the present value of costs (at 12 per cent) produced a benefit-to-cost ratio of 2.00, which indicates that the project was feasible in generating ETB 2 with an investment of ETB 1.

Cost-benefit analysis of non-monetary benefits

152. The environmental impact of the project has been assessed. In particular, the roles played by different natural resource conservation activities has been expressed in qualitative terms. Based on the FGDs conducted at different watersheds and on the field observation, the project intervention has a number of non-monetary benefits:
153. According to farmers in the group discussions, soil erosion is being reduced gradually from year to year, related to the soil and water conservation structures that have been developed. They help to protect against the removal of fertile top soil on farmland, because rainwater percolates down rather than running off in the form of floods. This is because the conservation structures break the water's flow, giving it time to percolate rather than run off. As a result the soil is protected, while water is conserved as a form of groundwater.
154. The project's integrated watershed management interventions have resulted in biodiversity enrichment, ecosystem improvement and the conservation of soil and water. In the opinion of the focus group participants, the communities' awareness of the need to properly and sustainably utilize the natural resources improved, destructive actions decreased and environment-friendly approach began to evolve. As focus group discussion members explained, communities were made aware of the need to avoid free grazing. The integration of forage development with soil and water conservation structures has been started, contributing to the production of high quality biomass. Currently the communities have been practicing better pasture management, hay making and the production of improved animal feed, thereby protecting the environment by decreasing livestock pressure on the natural resources in their search for feed under free grazing. Most of the communities started keeping their animals at home. Cut-and-feed systems have been promoted in the project area, and feed preservation from communal grazing lands has been practiced. Communal and gully areas in the watershed have been protected, while all conservation structures are strengthened with forage plants. In this way they have been able to obtain forage throughout the year, and livestock production is significantly improved.
155. During focus group discussions, the communities explained that following project interventions, the flow of streams in the community watershed has been extended on average from four months to eight months, coming to be in good condition even during the dry season. Soil fertility has been enhanced, which leads to increased crop productivity (on average by 50 per cent) due to soil and water conservation activities. Fruit and vegetable production around the homesteads have improved the

²⁶ Please also see the April 2018 supervision mission that reported that the sample IGAs visited by the mission were operating at a loss.

household livelihood conditions of the communities. Indigenous tree species have been emerging in the community watershed and the natural vegetation cover of the project area has been improved.

156. The focus group discussions have been supported by field observation, with one noticing that community-based integrated watershed management intervention improves availability of the livestock feed resource, crop production and water resource availability. Therefore it can be concluded that the project's intervention has a positive role in changing the biophysical attributes of the watershed in the project area.
157. In summary, project implementation was somewhat efficient. Some project activities were implemented with delays or exceeded the budget anticipated at design. Not all project implementation arrangements and procedures were efficient, and output delivery was sometimes problematic. Thus the project is rated as moderately satisfactory for efficiency (rating: 4).

F. Assessment of sustainability

158. The interventions being made by CBINReMP for sustaining project activities are commendable in that they address the drivers of land degradation on the ground. The project has provided win-win outcomes in terms of SLM and socio-economic progress for the communities concerned. Furthermore, this is premised on the observation that in different FGDs the beneficiary communities confirmed having been sensitized and were convinced about the benefits of taking care of – and benefiting from – the environment in which they live.
159. The communities were given the lead role in watershed planning and management, in land administration, certification and registration, and in all activities related to rehabilitation of degraded lands. Their commitment was also reflected in the level of beneficiary community contribution in labour and material – which has greatly exceeded that which had been envisaged at the appraisal stage.
160. Discussions during field visits with some of the target beneficiaries revealed that the land ownership that was secured (through registration and certification) and the right to manage and use common properties (communal rangeland and communal forestry) are providing incentives for the committed participation of communities.
161. However, most elements of the IGA subcomponent did not have their sustainability ensured, and need close follow-up by the concerned government bodies. There is concern with the neglect of private sector engagement and an exclusive focus on the public sector and communities. There is insufficient focus on agricultural transformation and enhanced agricultural production, market access for input and output, etc. – which may provide insufficient incentive for the vast majority of the people to sustain these efforts.
162. The biogas energy and rope and washer water pumps promoted by the project are mainly based on subsidies. Opportunities to develop sustainable access and financing models involving financial institutions has remained untapped, hence there are limited pathways for scaling up.
163. It was reported that project hand-over activity (as part of an exit strategy) has been commendable, to respective implementing partners (including administrative structures under the BoANR) with specific identification of activities to ensure continuity in project implementation after project closure and to sustain the existing results. The project is rated as satisfactory for sustainability (rating: 5).

G. Lessons learned and knowledge generated

164. **Ensuring focus on community capacity-building at start-up pays off throughout implementation.** The CBINReMP implementation process started with frequent participatory domestic experience-sharing training activity, grass-roots level organization and a participatory watershed development planning process. Investing in the software aspect of the project beneficiaries and implementing partners at project initiation is the best approach for greater success in project effectiveness and suitability. This ensured full buy-in by the beneficiary communities into the project's goal and development objectives. The need for continuous discussion on natural resource

management, from preparation to implementation, and for creating synergy between upstream and downstream developments has been recognized during project implementation.

165. **Area closure and organized pasture land management ensure equitable distribution of forage to the poor.** Area enclosures are restoration approaches that have used social fencing to control invasive land use. It is evident that social fencing of communal land through awareness-raising is far better than physical fencing for the sustainability of area closure.
166. **Participatory forest management was shown to be a successful approach for sustainable forest management, particularly at the site of degraded forest lands.** It provided a variety of benefits to participating households, including grass harvesting, along with different non-timber income-generating activities within the forest boundary. However, this requires serious follow-up and support to ensure the legal aspects. Participatory forest management (PFM) is a new concept in the region, and time is needed to change people's and institutions' mind-sets at all levels. During FGDs and field observation, requirements emerged of further strengthening of awareness and legal enforcement to ensure the PFM principle of securing the current and future rights of participating communities. Furthermore, the changing role was raised that forestry staff should play as a liaison between communities and *woreda* judiciary and administration offices, as well as their role as negotiators of forest management rules and regulations.
167. **Land tenure proved to be an essential part of effective natural resource management.** Integration of natural resource management and land certification within the same project establishes an important synergy for SLM. Certification has increased people's security of tenure and has resulted in a reduction of land disputes. This is also contributing to people's willingness to engage in long-term investment in SLM practices.
168. **An integrated technology intervention through a cluster approach has proven to be successful.** The climate adaptation component implemented by ORDA has shown good livelihood improvements for beneficiaries. It provided integrated technologies to highly climate change-vulnerable households in community clusters, built their adaptive capacity on climate vulnerability and strengthened their resilience through having a diversified livelihood.
169. **Having a distant implementing partner has proven to be a challenge for good project performance.** The distance of the federal-level implementing partner (EBI, which established a regional office in the last two years of project life) for monitoring implementation at project sites, has led to significant delays in construction contract management and a failure to finalize and furnish four gene banks that started at the outset of the project.
170. **The absence of an effective M&E system has posed a challenge for tracking project outreach and impacts.** At design it was aimed to establish an MIS, which was not implemented. As a result, project outreach and impacts could not be appropriately tracked. Any similar future project should put in place an effective M&E system at design, with appropriate staffing.

H. Conclusions and recommendations

171. In conclusion, the performance of CBINReMP over its eight years of implementation (17 March 2010 to 30 September 2018) ranged from moderately satisfactory to satisfactory in meeting the objectives set at appraisal. The project has progressed well in implementation of component A on community-based integrated watershed management activities. Accordingly, delivery of most outputs was effective. However, some activities under component B have not progressed, such as review of the forest policy framework, and under component C the establishment of a result-based management system by building on an existing MIS at the federal level was not achieved.
172. It was reported that the project benefited about 908,000 households through the various forms of project intervention. The project has contributed to an increase in agricultural productivity and improvement in the incomes and food security of households. It has also contributed positively to the environment and natural resources by: significantly sequestering carbon, improving the above-ground dry weight biomass of grasses and herbs in the enclosed degraded grazing areas; rehabilitation of gullies and reduction of landslide risks; and improvement of hydrological flows.

173. Finally, it is recommended to replicate the innovations of the project and take-up the lesson learned on similar watershed management project designs and/or implementations. Particularly, it is recommended to develop a project targeting wetlands at national level to address risks of rivers and lakes drying out. As learnt from wetland management plans prepared by the project, they are vital for conserving crop landraces with the aim of maintaining surface and groundwater tank reserves and for overall ecosystem reservation.

Appendix 1: Terms of Reference of the completion review mission

Introduction

1. The proposed project completion review for the Community-based Integrated Natural Resources Management Project (CBINReMP) is to be undertaken by private consulting firm and supervised jointly by IFAD and the regional project coordination and management unit of CBINReMP. Its main purpose is to report on the results achieved through project interventions for accountability and learning purposes. The process should also help reflect on performance, elicit lessons learned and define an appropriate hand-over or post-project strategy.
2. The completion review process is guided by the methodological framework set out in **IFAD Project Completion Review Guidelines**, while the present TOR describe the detailed objectives, timeline and deliverables of the completion review. The work of the PCR has been conducted by team of individual consultants recruited by RPCMU, under the overall supervision of RPCMU and IFAD ICO.

Project background

3. The Community-Based Integrated Natural Resources Management Project (CBINReMP) is being implemented with financial and technical support from IFAD, GoE, the Global Environmental Facility (GEF), Spanish Fund (AECID) and the beneficiaries. The Project goal is to reduce poverty for about 450,000 households in the Lake Tana Watersheds. Its primary objective is to combat land degradation and promote Sustainable Land Management (SLM) so as to increase agricultural productivity, household food security and incomes. The project preparation process identified that the major causes of land degradation in the Lake Tana Watersheds are cropland deterioration, overgrazing, deforestation, and the overuse of wetlands.
4. CBINReMP is being implemented within the decentralized regional administration in close collaboration with community-Based Organizations. The main implementing agencies are the Regional Bureau of Agriculture (BoA); the Environmental Protection and Wild life Authority, Rural Land Administration and Use Bureau; Bureau of Finance and Economic Development (BoFED); Ethiopian Bio-diversity Institute (EBI); Bahir Dar University (BDU); Organization for Rehabilitation and Development for Amhara (ORDA); Livestock development and promotion Agency and Community-Based Organizations. The regional council is the highest political organ, which sets out economic and social development policies, strategies, plans and oversees their implementation. It administers land and natural resources in accordance with the laws enacted by the constitution. It allocates resources to line departments and institutions and delegates the implementation of development policies, strategies and plans to woreda/District councils and kebele councils.
5. The goal of the project is to contribute to poverty eradication in the watershed through improving ecosystem integrity and livelihood. The project objectives are to increase household income in Lake Tana Watershed through Sustainable Land Management (SLM) practices. This encompass creating an enabling environment for SLM, strengthening tenure security and addressing the problem of household energy, while improving land productivity and ecosystem integrity and simultaneously conserving globally significant biological diversity and protecting international water sources. In achieving the above goals and development objectives the project at design was expected to support implementation of 650 watershed management plans covering about 227,500 ha; preparation of a database of existing land use patterns and natural resources; land surveying, mapping, registration and certification in all 29 districts of the Lake Tana Watershed. The Project also supports the comprehensive review of existing SLM policies, strategies and legislations; identify gaps and introduce appropriate measures to improve them.
6. Total project costs, at design, including physical and price contingencies, are estimated at USD27 million. IFAD will finance USD13.2 million (comprising of an IFAD loan of USD6.6 million and an IFAD grant of USD6.6 million) in line with the DSF. Co-financing is being provided from the Global Environmental Facility (GEF), which has, in principle, agreed to contribute USD4.4 million as grant, and the Spanish Fund (AECID) is to contribute USD1.6 million as a grant. The GOE is supposed to contribute USD2.78 million, including duties and taxes, while beneficiaries are expected to contribute USD5.23 million, mainly in labour and materials.

7. The Financing Agreement between the Government of Ethiopia (GOE) and the International Fund for Agricultural Development (IFAD) was signed on 19 June 2009. CBINReMP, which became effective on 17 March, 2010, is currently scheduled to close on September 2019 following the 18 month project extension request from the government of Ethiopia and approved by IFAD in December 2016.

8. CBINReMP consists of four components. Component 1, the Community-Based Integrated Watershed Management, has five sub-components. The component will, in general, support: (a) improved land administration and certification for all rural households in the 21 Woredas (districts) of the LTW; (b) watershed planning and management in 17 Woredas covering 650 micro-watersheds for a total area of 227,500 ha; (c) establishment of a database of existing land use patterns and natural resources; (d) improved pasture and forage management in 630 sites covering 9,450 ha of communal grazing lands; (e) rehabilitation of 18,900 ha of degraded community forests; (f) participatory forest management covering some 1,000 ha in five sites of public forests; (g) off-farm soil and water conservation measures to rehabilitate 32,500 ha; and (h) biodiversity conservation.

9. Component 2, the Institutional, Legal and Policy Analysis and Reform, tries to create an enabling environment and institutional capacity at local (kebele, woredas/district, and regional) levels to mainstream SLM principles into regional policies, strategies and plans for agriculture, forestry and water management. It is also expected to strengthen the capacities of public institutions and community-based organizations.

10. Component 3, Project Coordination and Management, supports planning, implementation and financial management, ensure linkage with relevant on-going projects in the region, and secure harmony within the framework of the regional and national SLM platforms. The component also supports the development of results-oriented monitoring and evaluation system that will strengthen regional capacity for monitoring and evaluating the impact of investments on household food security, incomes, environment, etc.

11. Component four, Sustainable Adaptation to climate change tries to improve adaptive capacity of targeted communities to climate change induced impacts through climate smart livelihood diversification and integrated watershed development.

Detailed objectives

12. The overall objective of the completion review is to assess and document overall project implementation performance and the results achieved. This process calls for an informed reflection on the relevance, effectiveness, efficiency and sustainability of project interventions.

13. More precisely, the detailed objectives of the completion process include the following:

- To assess the relevance of project interventions at the time of project design and in today's context.
- To assess the effectiveness of project implementation, or the extent to which project objectives were met, and to document the immediate results and impacts of project interventions.
- To review the project costs and benefits and the efficiency of the overall project implementation process, including IFAD's and partners' performance
- To assess the prospects of sustainability of project benefits beyond project completion
- To generate and document useful lessons from implementation that will help improve IFAD's or Borrower's future programming and designs.
- To identify any potential for the replication or up-scaling of best project practices

Methodology

14. The PCR use a mix of quantitative and qualitative tools in order to form an informed judgement on overall project performance and results. For transparency and accuracy purposes, it is important that the consultation with project stakeholders should be as large and inclusive as possible and the list of persons to be met by the review team require careful consideration.

15. Primary sources of information include project reports and documents (supervision reports, MTR report, progress reports, AWPB, etc.), and M&E data have been utilized. The team also utilized the information obtained from project end-line survey undertake as part of the project M&E system.

16. In order to complete information gaps, the PCR team has undertaken field visits and have undertaken Key informant interviews, focus group discussions and direct observations on the selected project sites. To this end, a questionnaire have been developed before the field work starts.

Timeframe and deliverables

17. The PCR review conducted from November 2018 to March 2019. The PCR start with an in-depth discussion of IFAD guideline for project completion review process supported by IFAD PCR technical assistance. Then the PCR team has set out the below detailed work plan to facilitate the review process.

S.No.	Dates	Description
	27 to 29 November 2018	IFAD PCR guideline familiarization
1	30 November to 10 December 2018	Desk review (preparation of Key informant interview and Focus group discussion checklist, and site selection)
2	17 to 28 December 2018	Field data collection
3	31 December 2018 to 31 January 2019	PCR draft write-up and submit for IFAD ICO review
4	9 March 2019	PCR validation workshop
5	22 to 23 March 2019	Project close-up workshop
5	25 March 2019	CPMT review
7	29 March 2019	Final PCR Submission to ESA front office

Composition of the project completion review team include

No	Name	Expertise	Organization
1	Dr Zerihun Yohannes (Team lead)	Watershed management expert	Bahir dar University
2	Ato Getachew Engedayew	NRM expert	BoA
3	Dr Menale Wonde	Forester	Amhara Agricultural Research Institute
4	Ato Workeneh Andarge	Agro-forester	Consultant
5	Ato Yesmaw Weletaw	Soil and water conservation expert	BoA
6	Ato Delelegn	M&E and Economist	BoA

The project completion review team seek to answer each of the following detailed questions, grouped according to the criteria to be used in the assessment. Obviously, the scope of coverage depend upon the nature of the project and areas of performance assessment covered.

Project Performance

Project relevance

18. Broadly speaking, the PCR team assess the extent to which project objectives were consistent with the priorities of the rural poor and their perception of their needs and potential; with the priorities and poverty alleviation policies and strategies of the country; and with IFAD's mandate and policies. More precisely, the review answer each of the following detailed questions:

- Did the project design focus on, and were its objectives consistent with, the needs and priorities of the rural poor? Was the design process participatory and did it take into account the needs, potential, livelihoods, asset bases and development opportunities of the rural poor at the time of project design? Are these characteristics, constraints and opportunities still the same today?
- Were the approaches promoted consistent vis-à-vis the socio-politico-economic conditions at the time of project design and vis-à-vis prevailing environmental and climate conditions? Were project objectives, approaches and activities consistent with IFAD's objectives of increasing the assets and incomes of poor rural households, and improving their food security?
- Were project objectives realistic and consistent with national development plans, poverty reduction strategies, agriculture and rural development strategies and other sectoral priorities? In particular, was the project design aligned with FDRE's Growth and Transformation plan? Are these documents still relevant today or were there important changes in the policy context?
- Were the project objectives consistent with IFAD's mandate, its *Strategic Framework* and with IFAD's country strategy as reflected in the COSOP? Were IFAD policy concerns (existing at the time of project's design or developed later during implementation) (as reflected in policies and strategies on targeting, innovation, rural finance, private sector etc.) adequately incorporated into project design?
- Did the Project Design Document include a well-defined, clearly articulated Logframe or Results' Framework? Were all identified activities and outputs consistent, and commensurate, for the attainment of proposed goal and objectives? Were external risks (or assumptions) clearly identified? Were the proposed indicators relevant and adequate to monitor project implementation and results?
- Were the initial implementation arrangements well defined and adequate to ensure a smooth, cost-efficient project implementation? Were there any major changes in these arrangements, and if so, were these changes appropriate and timely?
- Were there major changes in the external project environment (e.g. policies, socio-economic conditions, political changes, crisis, etc.) since the project was designed and implementation started? Were project objectives adjusted to reflect changing circumstances during implementation? Are initial (or revised) project objectives still valid?
- What were the main factors that contributed to a positive, or less positive, assessment of project relevance?

Project effectiveness

19. The PCR team assess the extent to which the project's specific objectives were achieved in both quantitative and qualitative terms. This involve the careful description of the main activities undertaken by the project since its start, as well as a thorough analysis of the results achieved at the output, outcome and impact levels. Variations between initial and actual targets be highlighted and the external factors that had a bearing on project effectiveness be explained. More precisely, the review answer the following questions:

- Were all activities implemented as planned? If not, what were the reasons? Were all expected outputs achieved in quantitative and qualitative terms? Did they lead to the intended outcomes and were those properly measured and documented? Are there significant discrepancies between original targets and actual achievements, and if so, what are the reasons?
- Did the project achieve its objectives?
- Was project implementation well monitored? Are all results at all levels properly measured, quantified and documented? Is this information reliable?
- Did all results meet expected quality standards? If not, what were the problems?

- Were all results achieved within the original timeframe and budget?
- Did the project provide all expected benefits to all intended target groups? Do results and achievements adequately fulfil the needs of these intended target groups?
- What are the external factors that facilitated, or constrained, output delivery and the achievement of project objective?
- What factors in project design and implementation account the most for the estimated results in terms of effectiveness?

Project efficiency

20. The PCR team assess how economically project inputs and resources (funds, expertise, time, etc.) were converted into results. This analysis involve a review of the following aspects:

Resources' use:

- What were the main expenditure patterns? Were financial and budgetary resources spent as initially anticipated? Were there deviations from original cost estimates and, if so, what were the reasons? Was the budget significantly amended in the course of implementation?
- Were there timely and adequate financing contributions from all project financiers, including in-kind contributions from beneficiaries?
- For the resources spent, was the number (and quality) of outputs optimal? Could the project have produced more with the same resources, or the same results with less money? Could other approaches have produced results more efficiently in terms of costs, time and resources?

Quality of project management:

- How well did the Regional Project Coordination and Management Unit (RPCMU) coordinate and manage project activities? Were implementation timetables adequately met? Was project management responsive to changes in the environment or the recommendations made during supervision missions of by the Project Steering Committee? Was the RPCMU adequately staffed with motivated staff members? How useful were the various project management tools (AWPB, Procurement Plan, M&E Plan) and the Management Information System (MIS) developed during implementation? Did project management properly use these tools?
- Were there appropriate arrangements in place for sound financial management, flow of funds, financial record keeping and the timely preparation of financial reports? Were there any issues?
- How efficient was the project M&E or MIS systems in providing reliable, timely information on output delivery, outcomes and impact? Was M&E information adequately analysed and used by project management for planning and decision-making purposes?
- Was the Project Steering Committee useful and proactive to help resolve problems and guide project implementation?

Quality of IFAD supervision and implementation support:

- To what extent did the services and support provided by IFAD ensure a sound project design and an efficient project implementation? Did IFAD mobilize the adequate technical expertise and resources in project design and implementation?
- Did IFAD provide adequate support through direct supervision and/or country presence? Were supervision missions useful and timely? Did IFAD ensure pro-active problem identification, follow-up and resolution?
- How efficient was IFAD in handling loan administration, procurement reviews and AWPB reviews? Were there any delays in funds' transfers?
- Was IFAD proactively engaged in policy dialogue activities at different levels in order to ensure, inter alia, the replication and scaling-up of pro-poor innovations? Was IFAD active in creating effective partnerships?

Cost-benefits analysis:

- For each of the main project investments, what were: (a) the actual costs and value of inputs mobilized (*including capital costs, operation and maintenance costs, labor costs, taxes*); (b) the estimated economic benefits (*including revenues from sales, incomes, value of self-consumed production*); and (c) the estimated social benefits?
- What is the cost ratio of inputs to outputs and is it comparable to local, national or regional benchmarks? What are the loan costs per beneficiary? What are the mission's conclusions with regard to this costs-benefits analysis? What are the main internal or external factors that may have had a negative or positive impact on costs or benefits?
- Where available, how does the actual project internal rate of return (EIRR) compare with the estimated EIRR calculated during project design?
- The PCR should also assess the linkages between Income Generating Activities (IGAs) and improved nutrition.

Sustainability

21. The PCR team assess the likelihood that the benefits from project intervention will continue after project completion. It also assess the likelihood that actual and anticipated results will be resilient to risks, including climate-related risks, beyond project life. The adequacy of the post-project strategy, as designed and/or implemented, also be examined. More precisely, the review team examine the following questions:

- Was an appropriate post-project strategy developed and implemented since project start-up?
- **Social sustainability (Empowerment):** Do project beneficiaries have the necessary capacities and skills, individually or collectively, to continue the approaches or manage the investments promoted by the project? Are these socially acceptable? Is there sufficient local ownership for these approaches or investments? Was there adequate beneficiary participation during project implementation? Is there interest and willingness, among concerned communities, to continue with promoted approaches or investments after project completion?
- **Economic and financial sustainability:** Do project investments generate sufficient cash flow and income to offset future investment and O&M costs? Are project investments economically and financially viable? If not, what are the constraints?
- **Technical sustainability:** Are the approaches promoted by the project viable from a technical point of view? Do beneficiaries have the necessary technical capacities to operate and maintain the investments promoted by the project? Do they have access to adequate funds for operation and maintenance?
- **Institutional sustainability:** Are the institutions supported by the project self-sufficient and viable? Have operating capacities been created and/or reinforced in national and local partners? Are the new approaches or practices promoted by the project mainstreamed within normal government operations? Is there a clear indication of government commitment after the loan closing date in terms of follow-up actions, provision of O&M funds, etc.?
- **Environmental sustainability:** Are the approaches and investments promoted by the project environmental-friendly? Are they helping reduce the pressure on the natural resource base? Are they having any negative impact on the environment or the natural resource base? Did promoted techniques and approaches take into account climate change issues? Are they promoting adaptations to climate change? Can recurrent natural hazards endanger prospects of sustainability?
- **Climate change:** Are the agricultural approaches promoted by the project suitable in a context of a rapidly changing climate? How may changes in climatic conditions affect the sustainability of interventions in the long run? Which precursors are critical to achieve long-term impact?

Rural Poverty Impact

22. The impact of project interventions should be presented in quantitative and qualitative terms, using the standard IFAD's impact domain classification. The PCR team, on top of project impact domain, examine in particular the following questions:

23. **Households' incomes and assets:** Did the project contribute to positive changes in households' assets? Did the composition of incomes change or was there a diversification in means of livelihood. Did the project improve ownership, or security of access, to land, water or productive resources? Were there positive changes in households' assets, and if so, what were the main changes? Was there an increase in households' financial assets?

24. **Human and social capital and empowerment:** Did the project influence the knowledge and skills of the rural poor? Did the project enhance social capital and cohesion in the communities? Did rural people's organizations and grassroots institutions change? Did the project affect the capacity of the rural poor to influence decision-making and access to institutions (social services, local development actors, national authorities) either on an individual or collective basis? Did the project affect social capital, social cohesion and the self-help capacity of rural communities?

25. **Food security:** Did the project improve food availability, whether self-produced or purchased, to ensure a minimum necessary intake for all households members? Do project beneficiaries have an improved and more regular access to enough or more nutritious food? Is there a reduction in the occurrence, or duration, of lean periods? Did children's nutritional status change (stunting, wasting and underweight status)? To what extent did the rural poor improve their access to input and output markets that could help them enhance their productivity and access to food? To what extent were the rural poor able to overcome market volatility or climate changes to ensure year-round food security?

26. **Agricultural productivity:** Did the project contribute to increase agricultural, livestock and fish productivity, as measured in terms of cropping intensity, yields and land productivity? Are there changes in the levels of local production and crop diversification? Are farmers applying improved or more sustainable farming practices? Did the project ensure that smallholders benefited from increased agricultural production and were enabled to manage market fluctuations and changes in climatic or natural resources conditions?

27. **Institutions and policies:** Are there changes in the capacities of the various grassroots organizations supported during project implementation (such as Rural Producers' Groups, Interest Groups or Users' Associations)? Are there changes in the institutional capacities of the main institutions involved in project implementation? Are there changes in the quality or range of services delivered for the rural poor? Are there changes in local governance or in the behaviors of local institutions? Are there changes in the policy or institutional framework as a result of project-led policy dialogue activities (e.g. changes in the laws, statutes, rules, regulations, procedures, national quality standards or norms)?

Additional Evaluation Criteria

28. **Gender equity and women empowerment:** Did the project generate changes in gender roles or gender relations? Are there changes in women status at the community level (decision-making processes, representation in rural producers' groups), at the household level (workload, nutrition status, women influence on decision-making) or the community level)? What is the impact of capacity-building activities on individual women or on Women Groups? Are there changes in the institutional or legal framework that were made in favour of women as a result of project policy dialogue activities?

29. **Access to markets:** Are there changes in farmers' physical access to markets (e.g. availability of roads and marketing outlets), in their access to market prices and information or in their bargaining power with traders? Did the project have an impact on the timely access to quality agricultural inputs (fertilizers, vaccines, seeds) and on the capacities of Producers/Marketing Groups?

30. **Innovation.** The PCR team assess the extent to which project interventions have introduced and tested innovative approaches to rural poverty reduction, natural resources management, sustainable land management, climate adaptation and overall environmental protection. These are any processes, tools or practices that add value or solve a problem in new ways. More precisely, the PCR team answer the following questions:

- Was the project designed specifically to test or lead to innovation, for example by piloting new concepts or technologies? Did the project test and introduce innovative ideas in the project target area? What are the characteristics of these innovations? Are these consistent with the IFAD definition of the concept? How did the innovation originate and was it adapted in any particular way during project design? Are these approaches truly innovative with regard to the local or national contexts?

- Were these innovative approaches carefully monitored and documented? Were these innovations discussed with the Government or other actors? Were these innovative approaches successful? Did these innovations address relevant needs of the rural poor and are these viable?
- Did the rural poor, local implementation partners, government entities or any other actors adopt these innovations?

31. **Potential for Scaling up:** The PCR team assess the extent to which some approaches, technologies or innovative features pilot-tested or successfully implemented by the project are likely to be up-scaled. It also assess the likelihood that some project approaches may be replicated in other geographical areas. More precisely, the PCR team examine the following aspects:

- How likely is it that the project - or some of its activities, approaches or innovative technologies - may be replicated in other localities or at the national level by the Government or other donors? Has any component or activity of the project already been replicated beyond the target area or target group?
- How proactive was project management, or other stakeholders, in discussing future up-scaling with the Government or other development partners? What are the prospects or obstacles?

32. **Environment and natural resource management:** Were the approaches to environment preservation and natural resources management appropriate to local circumstances and were they effective in addressing local problems? Are there positive or negative changes in the natural resources base (forests, marine/fisheries resources, pastureland, and water resources) that may be attributable to project interventions? Did the project have positive or negative changes – intended or unintended - on the environment? Did it contribute to the protection or rehabilitation of natural and common property resources (land, water, forests and pastures)? Has the degree of environmental vulnerability changed?

33. **Adaptation to climate change:** Were the approaches for climate change adaptation promoted by the project appropriate to local circumstances and were they effective? Did the project manage to empower rural communities to cope with, mitigate or prevent the effects of climate change and natural disasters? Are farming communities more resilient to such disasters and are farming practices better adapted to climate change? Were the coping capacities of vulnerable natural systems restored?

34. **Targeting and outreach:** The PCR team assess the extent to which project interventions have reached the intended target groups, that is the specific individuals or organizations for whose benefit specific interventions were initially designed and implemented. The review team also assess the effectiveness of the project targeting strategy. More precisely, the review examine the following aspects:

- Did the project reach out to the expected number of beneficiaries in the manner intended? Did the project provide all anticipated benefits to the specific socio-economic groups identified in the Project Design Document? Were there deviations from initial outreach targets and if so, what were the reasons?
- Was outreach properly monitored in both quantitative (e.g. number of direct and indirect beneficiaries) and qualitative terms (e.g. beneficiaries' socio-economic profile)?
- Did the project implement a sound targeting strategy? Did the project regularly analyze the needs, potentials and priorities of intended target groups and the poverty dynamics in the project target area and developed specific outreach strategies accordingly?
- Were there measures taken to ensure that the poor and vulnerable groups would not be excluded from project implementation and would benefit from it; and that the non-poor would not capture project benefits?
- Did the project implement gender-sensitive implementation approaches? Did the project ensure equal participation of men and women in implementation? Were there specific measures undertaken in order to promote women participation in project activities? Did the project's M&E system track gender-disaggregated data?

Partners Performance

Performance of implementation partners

35. The PCR team assess the performance of IFAD and the government. These are the organizations or entities directly responsible for project implementation, for providing strategic guidance and oversight. More precisely, and in addition to determining if all implementation partners have adequately fulfilled their respective roles and responsibilities, the PCR examine the following points:

- Government agencies: Did the Executing Agency and Implementing Agency comply with the covenants of the loan agreement and the provisions of the Project Design Document? Were they proactive in supporting project implementation and identifying solutions to problems? Was the Project Steering Committee fulfilling its role adequately?
- IFAD: The rating measures the overall IFAD's performance while designing the project, supervising project implementation and providing implementation support. It also examines IFAD's performance for loan administration, procurement reviews, administering the project Grant/Loan Agreement or managing the MTR and/or PCR processes. It assesses the extent to which IFAD has mobilized adequate technical expertise and resources to support implementation effectively and if it has ensured pro-active problem identification and resolution.

Lessons learned

36. The PCR team present the main lessons learned from project implementation, based on the analysis of what learning from experience may be applicable to a more generic situation. In so doing, the PCR team refrain from exposing platitudes, keeping in mind the following definition of a lesson learned: *"knowledge or understandings gained by experience which may be positive, as in a successful experiment, or negative, as in a mishap or failure"*.

37. All lessons learnt presented should be significant in that they have a real or assumed impact on operations; valid in that they are factually and technically correct; and applicable in that they identify a specific design, process, or decision that reduces or eliminates the potential for failures and mishaps, or reinforces a positive result.

38. In order to identify these lessons learned, the PCR team may examine the following questions:

- What specific knowledge or lessons can we derive from project implementation that may be used in the future in similar, or different, contexts?
- What were the project strengths and its main weaknesses? What were the main opportunities, or threats, in the environment that have facilitated, or constrained, project implementation?
- With the benefits of hindsight, what are the things that should have been done differently? What are the specific dimensions of the project design that one should never repeat again in similar contexts or circumstances?
- What are the specific aspects of project implementation that be worthwhile replicating in future interventions in the country, or elsewhere, because they were particularly interesting or successful? In the external context, what will be the important conditions required for similar interventions to lead to similar results elsewhere or in the future?

Appendix 2: List of persons met and mission's programme

S.No	Name	Position/Responsibility	Organization
1	Markos Wondie	CBINReMP Coordinator	Bureau of Agriculture
2	Sofian Mohamed	Woreda CBINReMP Focal Person	Bahir Dar Zuria Woreda Office of Agriculture
3	Amare	Soil & Water Conservation expert	Bahir Dar Zuria Woreda Office of Agriculture
4	Kindalem Getu	Land Use expert	Farta Woreda Office of Land Administration
5	Bikis Endeshaw	Land Administration & Use expert	Sahirna Kisrat Kebele
6	Kegne	Crop science expert	ORDA (Farta, East Este & Lay Gaynt Woredas)
7	Woreta Asres	CBINReMP Focal Person	ORDA main office
8	Amare Mamo	CBINReMP Focal Person	Banja Woreda Office of Agriculture
9	Asres	Land Administration expert	Banja Woreda Office of Land Administration
10	Tenagne Chane	CBINReMP Focal Person	North Mecha Woreda Office of Agriculture
11	Getahun Abe	CBINReMP Focal Person	North Achefer Woreda Office of Agriculture
12	Habtamu Endeshaw	Foresry expert	North Achefer woreda Office of Agriculture
13	Sefi Bayu	Head Kebele Office of Agriculture	Liben Dankura Kebele
14	Mulugeta Derseh	CBINReMP Focal Person	Dangla Zuria woreda Office of Agriculture
15	Tamirat Demisse	CBINReMP Focal Person	BoRLAU
16	Habtamu Hailu	Federal SLMP coordinator	Ministry of Agriculture
17	Alemtsehay Mezgebu	Federal SLMP finance expert	Ministry of Agriculture

Appendix 3: PCR rating matrix

PROJECT NAME: Community-based Integrated Natural Resources Management project	
PROJECT ID:	
BOARD APPROVAL DATE: 30 April 2009	
ENTRY INTO FORCE: 17 March 2010	
PROJECT COMPLETION DATE: 30 September 2018	
LOAN CLOSING DATE: 31 March 2019	
IFAD LOAN AND GRANT (USD MILLION): 13.2	
TOTAL PROJECT FINANCING: USD 27 Million	
IMPLEMENTING AGENCY: Ministry of Agriculture	
Criterion	PCR Rating
Project Performance	
– Relevance	5
– Effectiveness	5
– Efficiency	4
– Sustainability	5
Rural poverty impact	
– Households' incomes and assets	4
– Human and social capital and empowerment	5
– Food security	4
– Agricultural productivity	5
– Institutions and policies	5
– Overall rural poverty impact	5
Additional evaluation criteria	
– Gender equity and women's empowerment	5
– Access to markets	3
– Innovation	5
– Potential for scaling up	5
– Environment and natural resource management	5
– Adaptation to climate change	5
– Targeting and outreach	4
Partners performance	
– IFAD's performance	5
– Government performance	4
Overall project achievement:	5

Appendix 4: Project logical framework

Hierarchy of Objectives	Key Performance Indicators	Means of Verification	Assumptions/Risks
Goal Poverty sustainably reduced for about 312,000 rural households in 21 districts of Lake Tana Watershed	<ul style="list-style-type: none"> • 25% reduction in the number of households living below the national poverty line • 15% reduction in no. of children <5 years of age who are stunted 	<ul style="list-style-type: none"> • Household income and expenditure surveys • Anthropometric surveys 	<ul style="list-style-type: none"> • Minimum internal or external shocks
Purpose Household incomes and food security increased as a result of sustainable land management and improved ecosystem integrity	<ul style="list-style-type: none"> • 25% increase in per capita income • About 700 000 tonnes carbon sequestered in cropped soil, forests and pastures 	<ul style="list-style-type: none"> • Baseline survey • Household income and expenditure surveys • Food security surveys • Assessments of above and below ground (=system) carbon 	<ul style="list-style-type: none"> • No significant increase in effects of climate change, i.e., flooding, drought.
Outputs Community-based integrated watershed management practices adopted.	<ul style="list-style-type: none"> • Some 650 watershed management plans covering 227,500 ha implemented • Some 450,000 rural households have land tenure • Forest cover of the watershed increased by at least 10% • About 9, 400 ha under fodder production • 32,500 ha of agricultural land rehabilitated • Participatory forestry established on 18,900 ha 	<ul style="list-style-type: none"> • MOA annual statistics • Land register • Natural resource database • Satellite imagery • Impact studies and beneficiary monitoring data 	<ul style="list-style-type: none"> • Stabilization or reduction in livestock population
Institutional and legal reforms enacted and implemented.	<ul style="list-style-type: none"> • Regional strategies, policies and legislations revised and up-dated to mainstream SLM • Representatives from all targeted communities fully participate in for a organised to review policy and legal framework 	<ul style="list-style-type: none"> • Policy and strategy documents • Enacted legislations 	<ul style="list-style-type: none"> • No major institutional re-structuring
Efficient and effective project coordination and management put in place.	<ul style="list-style-type: none"> • Disbursement rate & timely reporting • Annual rate of staff turnover below 10% • Lessons on SLM documented and disseminated 	<ul style="list-style-type: none"> • MIS • Progress Reports • Supervision reports, MTR and PCR 	

Appendix 5: Dates of supervision mission and follow-up missions

S. No.	Dates	Description
1	21 November to 05 December 2011	Supervision Mission 1
2	02 to 16 March 2012	Implementation support/ Follow-up mission
3	02 April to 01 May 2012	Implementation support/ Follow-up mission
4	28 October to 17 November 2012	Supervision Mission 2
5	15 September to 01 October 2013	Supervision Mission 3
6	30 March to 15 April 2014	Mid-term Review
7	28 April to 22 May 2014	Implementation support/ Follow-up mission
8	03 to 17 February 2015	Supervision Mission 4
9	16 to 30 March 2015	Implementation support/ Follow-up mission
10	20 to 31 January 2016	Supervision Mission 5
11	28 November to 10 December 2016	Implementation support/ Follow-up mission
12	18 to 28 April 2017	Supervision Mission 6
13	06 to 31 December 2017	Implementation support/ Follow-up mission
14	16 to 27 April 2018	Supervision Mission 7

Appendix 6: Summary of amendments to the financing agreement

List of main amendments to the original loan agreement

S. No.	Dates	Description	Remark
1	5 December 2012	Re-allocate loan proceeds	Reallocation of funds amongst categories of the IFAD Loan; DSF Grant; GEF Grant and Spanish Grant and the addition of new categories of Eligible Expenditures
2	20 December 2016	Extension of completion and closing dates	New completion date is 30 September 2018 and new closing date is 31 March 2019
3	13 March 2017	Re-allocation of unallocated funds	Reallocation of unallocated funds under the IFAD loan, the IFAD DSF grant, and the GEF grant, to expenditure categories II and IV, to facilitate the implementation of the remaining project activities

Appendix 7: Actual Project costs

Table 7.1 Financial Performance by Financier by Component (USD '000) (Supervision mission 2013)

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

Table 7.2 Financial performance by financier by component (USD '000) (MTR 2014)

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	108	8.3	14,041	2,288	16.3
B – Institutional, Legal and Policy analysis & reform	2,330	196	8.4	711	77	9.1	-	-	-	84	14	16.7	3,125	287	9.5
C – Project Coordination and Management	1,259	460	37	379	142	37	-	-	-	1,387	503	36.3	3,025	1,025	36.5
D – Climate Change Initiatives	-	-	-	-	-	-	1,768	592	33	39	34	87	1,807	626	34.6
Authorized Allocation	-	1,000	-	-	500	-	-	500	-	-	-	-	-	2,000	-
Total	13,015	3,534	27	4,400	1,021	23	1,768	1,092	62	2,815	659	23.4	21,998	6,226	28.3

Table 7.3 Financial Performance by Financier by Component (USD '000) as at 31st December 2015

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	3,356	36	3,310	1,294	39	-	-	-	1,305	64	8	14,041	4,714	33
B – Institutional, Legal and Policy analysis & reform	2,330	1,366	58	711	401	56	-	-	-	84	14	17	3,125	1,781	56
C – Project Coordination and Management	1,259	2,222	176	379	498	131	-	-	-	1,387	629	84	3,025	3,349	110
D – Climate Change Initiatives	-	-	-	-	-	-	1,768	1,638	93	39	34	87	1,807	1,672	92
Total	13,015	6,944	53	4,400	2,193	49	1,768	1,638	93	2,815	741	26	21,998	11,516	52

Table 7.4 Financial Performance by Financier by Component (USD '000) as at 31 March 2017

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	6,191	66%	3,310	2,120	64%	0	0	0	1,305	64	8	5,230	18,410	352%
B – Institutional, Legal and Policy analysis & reform	2,330	1,863	80%	711	401	56%	0	0	0	84	14	17		3,125	2,278
C – Project Coordination and Management	1,259	1,792	142%	379	698	184%	0	0	0	1,387	629	84		3,025	3,119
D – Climate Change Initiatives	0	0	-	0	0	-	1,768	1,638	93%	39	34	87		1,807	1,672
Total	13,015	9,846	76%	4,400	3,219	73%	1,768	1,638	93%	2,815	741	26	5,230	18,410	352%

Table 7.5 Project cumulative expenditure by component as reported by RPCMU as at 7 July 2018

Component/Sub component	Project cumulative expenditure (ETB)
Component A. Community Based Integrated Watershed Management	283,938,218.86
Sub component (1) Participatory watershed management;	19,052,527.82
Sub component 2: Improved pasture and participatory forest management	55,443,083.70
Subcomponent (3) off-farm soil and water conservation;	89,987,406.59
Subcomponent (4) On-farm soil and water conservation;	51,970,075.49
Subcomponent (5) bio-diversity and ecosystem conservation.	1,144,119.06
Subcomponent(6) Participatory integrated wetland ecosystem conservation	938,130.65
Subcomponent(7) land certification	39,860,230.73
Subcomponent(8) Employment generation	25,544,000.73
Component B. Institutional, Legal and Policy Analysis and Reform	4,730,049.61
Sub-component (B1): Legal and policy analysis	3,939,730.81
Output 2.1: Regulatory frameworks related to SLM and utilization of natural resource reviewed and updated	3,978,715.81
Sub-Component(B2): Institutional Capacity	751,333.00
Output 2.2: Institutional capacity improved	751,333.80
Component C. Efficient and Effective project Coordination and management	69,705,279.93
Sub-component(1) Project Coordination	31,908,722.34
Subcomponent(2) Knowledge Management	37,796,557.59
Component D. Sustainable Adaptation to Climate change	34,651,339.31
Grand Total	393,024,887.71

Appendix 8: Physical progress table

Activity code	Planned Output & Activity Indicators	Unit	Appraisal Target	TOTAL PROGRESS		
				Cumulative Plan	Cumulative Actual	%
	Sub component (A1) Participatory watershed management;					
A1013IGE	Participatory preparation of a database of existing land use patterns and natural resources	%	100	100.00	100.00	100.00
A1024IGE	Training of Regional and Woreda staffs	No	400	1,046.00	1,026.00	98.09
A1034IGE	Organize Kebele watershed committee(KWC)	No	186	334.00	299.00	89.52
A1044IGE	Train Kebele watershed committee(KWC)	No	1860	1,736.00	2,357.00	135.77
A1054IGE	Organize community watershed committee(CWC)	No	650	650.00	650.00	100.00
A1064IGE	Train community watershed committee(CWC)	No	6500	3,242.00	4,974.00	153.42
A1073IGE	Develop integrated watershed management and treatment plans and community action plan(IWDP&CAP)	No	650	933.00	665.00	71.28
A1083IGE	Refine earlier community watershed management plan	No		511.00	741.00	145.01
	Subcomponent (A2): Improved pasture and participatory forest management			-	-	0.00
	Output 1.2: Improved pasture management in place			-	-	0.00
A2014IGEB	Initiate area closure through community participation and promote cut and carry system	Ha		13,932.00	32,123.65	230.57
A2021IGEB	Demonstrate improved pasture management	Ha	8055	7,099.00	6,378.59	89.85
A2033IGE	Development of pasture management plan and by-law	No	630	533.00	499.00	93.62
A2044IGE	Develop model communal grazing area and establish grazing land user associations	No	630	499.00	356.00	71.34
A2054IGE	Training of Zonal and Woreda Staffs CGLM	No		504.00	430.00	85.32
A2064IGE	Training of Development agents CGLM	No	210	2,581.00	2,708.00	104.92
A2074IGE	Training of representative of user groups CGLM	No		4,480.00	5,684.00	126.88
A2081IGEB	Promote & demonstrate improved backyard forage development.	Ha	1395	10,939.50	3,509.25	32.08
A2091IGEB	Provision of improved forage seeds	Kg		145,872.00	37,736.00	25.87
A2104IGE	Training of Zonal and Woreda based staffs BFD	No		396.00	364.00	91.92
A2114IGE	Training Development agents BFD	No		2,201.00	1,569.00	71.29
A2124IGE	Training of farmers BFD	No		13,254.00	4,712.00	35.55
A2133IGE	Assessment on best practices on forage development & utilization	%		1.00	2.00	200.00

Activity code	Planned Output & Activity Indicators	Unit	Appraisal Target	TOTAL PROGRESS		
				Cumulative Plan	Cumulative Actual	%
A2143IGE	Livestock development equipment for practical training and construction			51.00	3.00	5.88
	Rehabilitation and management of degraded lands			-	-	0.00
A2151IGEB	Establish and run community owned nurseries	No	186	1,009.00	900.00	89.20
	Establish and run NEW community owned nurseries			194.00	286.00	147.42
A2171IGEB	Establish and run project nurseries	No		86.00	43.00	50.00
	Establish and run NEW project nurseries			13.00	10.00	76.92
A2181IGEB	Forest Seedling production	No		179,729,252	102,915,915	57.26
A2341IGEB	Fruit seedling production	No		346,375	2,297,286	663.24
A2191IGEB	Forest Seedling plantation	No		141,623,626	131,320,570	92.73
A2351IGEB	Fruit seedling plantation	No		277,100	1,021,910	368.79
A2331IGEB	Seedling transportation	No		25,405,094	31,237,235	122.96
A2201IGEB	Planting on communal lands including forest, grazing and gully areas	Ha	18900	22,513.00	11,439.06	50.81
A2211IGEB	Planting around churches, local institutions etc.	Ha		1,388.00	1,886.48	135.91
A4131IGE	Area covered with direct sowing	ha		1,724.00	4,274.60	247.95
A2224IGE	Training of Zone and Woreda experts	No		319.00	365.00	114.42
A2234IGE	Training of development agents	No		2,474.00	1,987.00	80.32
A2244IGE	Training of farmers	No		8,108.00	7,676.00	94.67
	Output 1.3 Improved participatory forest management in place			-	-	0.00
A2254IGEB	Organize PFM user associations and capacitated through training & seminar	No		107.00	10.00	9.35
	Area under Participatory forest management (PFM)	Ha	1000	914.00	934.50	102.24
A2264IGE	Training of Woreda and Zonal based experts	No		359.00	341.00	94.99
A2274IGE	Training of Development agents	No		486.00	769.00	158.23
A2284IGE	Training for representative of users association	No		3,452.00	3,036.00	87.95
	Output 1.4: Alternative energy Source and Energy saving technologies Demonstrated and Promoted			-	-	0.00
A2294IGE	Train Households on improved alternative energy technologies	No	6300	8,923.00	5,546.00	62.15
A2301IGEB	Demonstrate and promote biogas	No	120	2,297.00	1,381.00	60.12
A2311IGEB	Demonstrate and promote Energy saving stoves	No		27,402.00	17,269.00	63.02
A2321GE	Pilot charcoal making (KILIN)	No		552.00	-	0.00
	Sub-component (A3): off-farm soil and water conservation;			-	-	0.00
	Rehabilitation of seriously degraded land	Ha	32500	51,719.84	23,948.52	46.30
A3011IGEB	Hillside terrace	Km		4,967.00	17,341.37	349.13

Activity code	Planned Output & Activity Indicators	Unit	Appraisal Target	TOTAL PROGRESS		
				Cumulative Plan	Cumulative Actual	%
A3021IGEB	Construction of soil/stone bund	Km		12,166.00	20,730.95	170.40
A3031IGEB	Trench	No		1,304,958.00	1,190,953	91.26
A3041IGEB	Micro-basin	No		615,829.00	167,252.00	27.16
A3051IGEB	Eye brow basin	No		257,513.00	45,293.00	17.59
A3061IGEB	Percolation pitt	No		82,536.00	15,431.00	18.70
A3071IGEB	Percolation trench	No		32,980.00	8,842.00	26.81
A3081IGEB	Gully rehabilitation(ha)	Ha		844.50	588.51	69.69
A3091IGEB	Gully reshaping & revegetation	Ha		1,812.75	872.07	48.11
A3101IGEB	Construction of stone check dam	M3		286,675.00	478,836.72	167.03
A3111IGEB	Construction of brush wood check dam	M		80,804.00	36,224.50	44.83
A3121IGEB	Construction of Gabion check dam	m3		147,729.00	105,732.47	71.57
A3131IGEB	Community pond/water harvesting structure	No		22.00	3.00	13.64
A3141IGE	Establish gauging stations	No		14.00	-	0.00
A3151IGE	Equipments for Hydrological monitoring stations	No / %		24.00	-	0.00
A3163IGE	Assess Indigenous Knowledge and local farmers practices in SLM	%		300.00	-	0.00
A3173IGE	Water quality & Sediment lab analysis	%		100.00	-	0.00
A3201IGE	Soil Acidity reclamation/treatment	ha		78.00	122.14	156.58
A3183IGE	Hand tools for SWC	No		62,080.00	12,684.00	20.43
A3193IGE	Gabion for SWC	No		21,118,535	6,815.00	0.03
	Subcomponent(A4): On-farm soil and water conservation;			-	-	0.00
A4011IGEB	Farm land treated with soil & water conservation	Ha	125125	168,196.00	143,989.51	85.61
A4011IGEB	Construction of stone bund	Km		24,078.00	35,949.54	149.30
A4021IGEB	Construction of soil bund	Km		66,794.00	77,146.56	115.50
A4031IGEB	Cutoff (km)	Km		291,624.00	461,468.31	158.24
A4041IGEB	Water way(km)	Km		430,164.00	749,832.64	174.31
A4051IGEB	Bund plantation(km)	Km		46,186.00	22,836.60	49.44
A4061IGEB	Gully rehabilitation	Ha		1,500.25	431.70	28.78
A4074IGE	Train Zonal & Woreda staffs	No		924.00	393.00	42.53
A4084IGE	Train development agents and supervisors	No		3,916.00	2,715.00	69.33
A4094IGE	Train farmers(on SWC, community pond, roof water harvesting & hand dug well construction)	No		49,504.00	18,597.00	37.57
A4101GEB	Hand dug well/pulley provided	No		120.00	288.00	240.00
A4121GEB	Model Roof water harvesting structures constructed	No		59.00	4.00	6.78
	Subcomponent (A5): bio-diversity and ecosystem conservation.			-	-	0.00
	Capacity building			-	-	0.00
A5014IE	Dealing with the local peoples, Peasant Associations, Development Agents, Church and Monastery leaders	No		16.00	9.00	56.25
A5024IE	Mass awareness program by radio, television, school nature conservation clubs etc.	No		13.00	2.00	15.38

Activity code	Planned Output & Activity Indicators	Unit	Appraisal Target	TOTAL PROGRESS		
				Cumulative Plan	Cumulative Actual	%
A5034IE	Technical training on Community gene bank management	No		410.00	583.00	142.20
A5043IE	Employment of Technician for CSB and arrange facilities for them	No		208.00	4.00	1.92
A5054IE	Experience sharing& short term training			48.00	42.00	87.50
	Established Community gene banks/In-situ conservation			-	-	0.00
A5063IE	explore the targeted districts	No		21.00	18.00	85.71
A5073IE	conduct inventory of forest insitu sites	No		22.00	6.00	27.27
A5083IE	site and seed custodian selection/agreement for seed multiplication	No		116.00	4.00	3.45
A5094IE	In-situ microbial genetic resources conservation activities (Based on survey results)	No		2.00	-	0.00
A5101IE	Construction of Community Seed Banks	No	4	8.00	4.00	50.00
	In-situ conservation of domestic animal and microbial			-	-	0.00
A5113IE	Community/researchers integrated approach facilitated	No		120.00	120.00	100.00
A5124IE	Awareness creation on advantage of community seed bank associations	No		924.00	684.00	74.03
A5133IE	Campaig facilitated in protecting invasive alien species	No		58.00	9.00	15.52
	Subcomponent (A6): Participatory integrated wetland ecosystem conservation			-	-	0.00
	Output 1.8: Participatory integrated wetland ecosystem conservation achieved			-	-	0.00
A6013IGE	Undertake reconnaissance survey of Wetland habitats	No		30.00	19.00	63.33
A6023IGE	Prepare comprehensive Wetland management plan and Guideline	No	29	45.00	19.00	42.22
A6034IGE	convene consultative workshop	No		9.00	4.00	44.44
A6044IGE	International experience sharing	No		13.00	-	0.00
A605IIGE	Field and other materials for wetland reconnaissance survey			14.00	-	0.00
A6064IGE	Piloting sites based on the wetland management plan			6.00	2.00	33.33
	Subcomponent (A7): Land certification			-	-	0.00
	Output 1.9: Land registration and certification further strengthened			-	-	0.00
A7034IGE	Refining the existing land registration data	Hldg		589,295.00	324,942.00	55.14
A7014IGE	Complete first level certification	Hldg		167,604.00	303,987.00	181.37
A7024IGE	Undertake land registration	Hldg		190,835.00	282,305.00	147.93
A7044IGE	Issuance of first level certification	Hldg		273,265.00	287,704.00	105.28
A7054IGE	Computerizing the registration system	Hldg		852,841.00	414,991.00	48.66
A7063IG	Recruiting data encoders	No		70.00	40.00	57.14

Activity code	Planned Output & Activity Indicators	Unit	Appraisal Target	TOTAL PROGRESS		
				Cumulative Plan	Cumulative Actual	%
A7074IGE	Train data encoders	No		70.00	-	0.00
A7084IGE	Enter data into ISLA	Hldg		291,462.00	351,734.00	120.68
A7094IGE	Verify ISLA data by landholders	Hldg		695,070.00	306,422.00	44.09
A7104IGE	Train of Zonal and Woreda staffs	No		1,537.00	2,021.00	131.49
A7114IGE	Train of Kebele land administration and use experts	No		1,080.00	2,579.00	238.80
A7124IGE	Train Kebele land administration and use committees	No		47,199.00	21,481.00	45.51
A7134IGE	Experience sharing for decision makers, experts and farmers	No		6,055.00	10,569.00	174.55
A7144IGE	Arrange local & international experience sharing for regional zonal and woreda experts	No		176.00	753.00	427.84
A7154IGE	Training women land holders	No		20,554.00	21,740.00	105.77
A7164IGE	land administration conference for 2 days	No		30,586.00	48,553.00	158.74
	Cadastral surveying			-	-	0.00
A7173IG	Hire contracted surveyors			158.00	50.00	31.65
A7184IG	Train contract surveyors			158.00	50.00	31.65
A7191IGE	Establish Geodetic control points			120.00	12.00	10.00
A7203IG	Undertake cadastral Surveying			148,894.00	25,370.00	17.04
A7213IG	Issuance of second level certification			28,012.00	9,577.00	34.19
A7223IG	Survey & Mapping Equipment			-	-	0.00
A803IG - A8264IGE	Self-help group (Women& Youths etc) trained and engaged on alternative income generating schemes	No	25000	15,364.00	10,133.00	65.95
	Outcome 3: Effective project Coordination and management enhanced			-	-	0.00
	Subcomponent(C2): Knowledge Management			-	-	0.00
	Output 3.2: Knowledge management and communication enhanced			-	-	0.00
C2054IGE	Communication and information dissemination	No		104.00	12.00	11.54
C2064IGE	Regional, Zonal and woreda heads visit best SLM technologies and practices	No		674.00	1,147.00	170.18
C2074IGE	Regional, Zonal and woreda experts visit best SLM technologies and practices	No		1,175.00	1,994.00	169.70
C2084IGE	Kebele experts visit best SLM technologies and practices	No		2,671.00	3,047.00	114.08
C2094IGE	Watershed communities visit best SLM technologies and practices	No		8,493.00	5,446.00	64.12
C2104IGE	International short-term training and exposure visit	No		143.00	120.00	83.92
C2114IGE	Quarterly project progress review workshop	Sess		228.00	145.00	63.60
C2124IGE	Knowledge management and learning adaptation workshops	Sess		25.00	4.00	16.00
C2134IGE	Documentation and systematization	No		11.00	-	0.00

Activity code	Planned Output & Activity Indicators	Unit	Appraisal Target	TOTAL PROGRESS		
				Cumulative Plan	Cumulative Actual	%
	of data organization					
C2153	Exit strategy plan/document preparation	Ls		2.00	1.00	50.00
C2133IGE	Establish MIS and Data base system	Ls		2.00	-	0.00

Please see below for cumulative progress on Adaptation to Climate change component (Component D), implemented by ORDA

S/N	Planned Output and Activities	Unit	Cumulative Progress		
			Cumulative Plan	Cumulative Actual	%
	Component D:Sustainable adaptation to Climate change				
	Sub-component (D1): Adaptation to climate change				
	Output 4.1 Adaptive and productive agricultural measures to ensure adaptation to climate change are in place				
1	D1014IE strengthen/ establish Farmers' Research Groups (Barley, wheat, potato, Faba bean and Field pea, etc)	No	23	25	109
2	D1024IE Train FRGs members on-farm research	No.	176	153	87
3	D1034IE Train experts and development agents (project staff and woreda experts and DAs) on on-farm research	No.	135	125	93
4	D1041IE provision of inputs for FRGs	No	135	81	60
5	D1058IE Follow-up activities implemented by FRGs (Adet Agricultural research center and experts), including field days	No.	7	2	29
6	D1064IE Convene Workshops on the findings of the FRG	No.	2	1	50
7	D1074IE Conduct project familiarization workshop for beneficiaries and partners	no	137	146	107
8	D1084IE Train project staff, woreda experts and DAs on apple and potato production	No	243	160	66
9	D1094IE Train target group beneficiaries on potato and apples production	No	992	1212	122
10	D1101IE Provision of grafted apple seedlings to 667 households	No	50190	61168	122
11	D1111IE Provision of improved potato tubers to 320 targeted households	kg	1600	1232	77
12	D1151IE Provision of Effective microorganism (EMO) for compost preparation	liter	1974	166	8
13	D1161IE Strengthening seed producers & Marketing cooperatives (DLS construction, Training, Input)	No.	1	1	100
14	D1121IE Upgrading small scale irrigation schemes/	No.	8	9	113
15	D1131IE Provision of Improved barley seed	kg	0	0	0
16	D1141IE Provision of Rope and Washer pump	No	0	0	0
	Output 4.2 Integrated watershed Development plan and management in place	ha	13957	11166	80
17	D1154IE Training on basic Geographic Information System (GIS) and GPS (13 experts on GIS and 10 data collectors on GPS)	No	33	12	36
18	D1164IE Organize community watershed teams	No.	6	6	100
19	D1174IE Strengthening community watershed teams	No	56	78	139
20	D1184IE Training Woreda experts for 14 days	No	69	67	97

S/N	Planned Output and Activities	Unit	Cumulative Progress		
21	D1194IE Training ORDA staff for 14 days	No	37	35	95
22	D1204IE Training DAs and supervisors for 14 days	No	240	249	104
23	D1214IE Training Community watershed team members	No	1310	1354	103
24	D1224IE Training Surveyor farmers (3 days)	No	675	762	113
25	D1234IE Experience sharing for Woreda experts (NRM)	No	42	37	88
26	D1244IE Experience sharing for ORDA staffs	No	14	15	107
27	D1254IE Experience sharing for Development Agents	No	90	88	98
28	D1264IE Experience sharing for community watershed team members and Farmer to Farmer Visits	No	918	590	64
29	D1273IE Demarcate micro-watersheds, conduct baseline survey and develop watershed development plans and action plans	No	36	28	78
	Output 4.3 Degraded communal lands treated with SWC measures	ha	1143	886	78
30	D1281IEB Hillside terraces	km	800	620	78
31	D1291IEB Cut-off drains	m ³	1410	2429	172
32	D1301IEB Waterways	m ³	1150	1703	148
33	D1311IEB Gully land treatment/rehabilitation	ha	29	18	62
34	D1321IEB Stone check dams	m ³	10400	12094	116
35	D1331IEB Gabion check dam construction (semiskilled labor) and Gabion box purchase- Big gully rehabilitation	m ³	6687	4151	62
36	D1341IEB Brush-wood check dam (bamboo mat+plastic)	M	4612	7326	159
37	D1351IEB Sediment storage dam (SS dam) construction	m ³	600	582	97
38	D1361IEB Eye brow basin construction	No	1000	1320	132
39	D1371IEB Micro basin construction	No	500	850	170
40	D1381IEB Trench pits preparation	No	39000	16266	42
41	D1391IEB improved pits preparation	No	2250	470	21
42	D1401IEB percolation pits construction	M ³	4520	2435	54
	Output 4.4 Cultivated lands treated with SWC measures	ha	2625	4072	155
43	D1521IEB Bench Terrace construction	ha	10	5.4	54
44	D1411IEB Soil bund	km	2100	3258	155
45	D1421IEB Stone-faced soil bund	km	1700	2577	152
46	D1431IEB Stone bunds	km	850	74	9
47	D1441IE hand tools purchase for soil and water conservation	L/sum	3523	6856	195
	Output 4.5 The existing degraded Forestry and Agro-forestry areas protected, rehabilitated and enriched with multi-purpose tree species	ha	634	469	74
48	D1451IEB Establish and run Nurseries	No	6	6	100
49	D1461IEB Compost preparation	M ³	354	367	104
50	D1471IEB Seedling production	No.	3000000	3601040	120
51	D1481IEB Pitting for plantation	No.	2600000	2371213	91
52	D1491IEB Planting of seedlings	No.	2600000	1923213	74
53	D1501IEB Gully stabilization (Phalaris, Bana grass, Treelucern, grass, Desho, etc)	ha	69	65	94
54	D1511IEB physical structures stabilization (treelucern, elephant grass, Desho, hop, etc)	km	4592	4082	89
55	D11781IE Alley Cropping	ha	130	169	130
	Output 4.6: Diversified Livelihoods improved and gender equality enhanced		0	0	0
56	D1523I Conduct assessment on potential income	No	1	1	100

S/N	Planned Output and Activities	Unit	Cumulative Progress		
	generating activities(IGAs)				
57	D1534IE Convene Workshops on identified IGAs	No	3	3	100
58	D1542I Introduce lined rainwater harvesting tanks (rope and washer pump, solar pump)	No	80	166	208
59	D1551I Strengthening/establish household apple nurseries to youths and others (35 farmers) including training	No	83	66	80
60	D1561IE Introducing home gardens to youth and women headed households	No	100	55	55
61	D1571IE Support inputs for organic production of garlic and other vegetables/ beneficiary	No	904	1156	128
62	D1581IE Establish and capacitate apple seedling and fruit producers and marketing cooperatives	No	3	1	33
63	D1591IE Production of fodder seed and fodder seedlings (500 m2 each)	No	861	752	87
64	D1584IE Undertaking Skills Training on alternative enterprises to women and youths (apple seedling production, and home garden)	No	442	109	25
65	D1594IE Establish and capacitate village saving and loan groups	No	280	286	102
66	D1604IE Train project staff, woreda experts and DAs on VSL	No	85	91	107
67	D1614IE Training village saving and loan group advisors on village saving and loan schemes	No	280	256	91
68	D1624IE Train village saving and loan groups (VSLG) members on village savings and loan schemes committee members- 2 persons each)	No	1817	2066	114
69	D1634IE Conduct inland experience sharing tour on village saving and loan (2 persons on each group-advisor and chair person)	No	360	108	30
70	D1644IE Train village saving and loan group advisors on financial and conflict management	No	280	256	91
71	D1654IE Train experts and DAs on fodder and forage production and management	No	43	47	109
72	D1664IE Train farmers on fodder and forage production and management	No	600	0	0
73	D1652IE Provide saving kits to VSLGs	No	280	301	108
74	D1661IE Provision of Highland bamboo clump for 50 project beneficiaries	No	20314	17739	87
75	D1671IE Provision of Hop seedling for 1000 households	No	143226	129047	90
76	D1681IE Link existing VSLG to RUSSACO (160 groups)- 1 RuSSACO per Kebele	No	15	1	7
	Output 4.7: Vulnerability of households associated to climate change reduced		0	0	0
77	D1685I strengthening/ training Woreda Climate Change Platforms(CCPs) members	No	48	52	108
78	D1695I Establishing and strengthening 15 Kebele Climate Change Platforms (CCPs)	No	27	27	100
79	D1705I Undertake Bi-annual CCP meetings	No	6	9	150
80	D1715IE Identifying risk mapping tools (Training)	No	0	1	0
81	D1725IE Carry-out risk and vulnerability assessment and validation in all kebeles	No	3	1	33
82	D1735IE Carry-out skills training to increase beneficiaries' ability to forecast, cope and adapt to vulnerability	No	0	174	0

S/N	Planned Output and Activities	Unit	Cumulative Progress		
83	D1745I Community field surveys to investigate innovative adaptation practices	No.	2	2	100
84	D1755I National cross visit and study tours Leaders at all levels, experts, DAC beneficiaries, CCP members)	No.	200	202	101
85	D1765I International cross visit and study tours	No.	30	38	127
86	D1775IE Training on Climate Vulnerability & Capacity Analysis (CVCA) for project, Zone, woreda & Kebele experts	No	344	382	111
	Sub component (D2): Mitigation of climate change		0	0	0
	Output 4.8: Mitigation to climate change enhanced through development of renewable (Alternative) energy sources		0	0	0
87	D2016I Investigate/assess/promote energy alternatives by FRGs/CCPs in eight kebeles	No	0	0	0
88	D2026I Identify CBOs as tree growers	No	12	0	0
89	D2031IE Encourage the identified CBOs to plant fuel-wood species	No.	12	12	100
90	D2041IE Promote and disseminate biogas (including train for 18 masons)	No	194	207	107
91	D2051IE Promote and disseminate energy efficient stoves(1000 Mirt injera Stoves &1000 rocket stoves)	No	5531	4830	87
92	D2161IE Provision/Promotion of solar lantern	No	1624	1428	88
93	D2066IE Conduct initial phase inventory on existing forests for identifying carbon marketing potential at community, church and individual levels	No	233	291	125
94	D2076IE Conduct second phase inventory on existing forests for identifying carbon marketing potential at community, church and individual levels	No	0	0	0
95	D2086IE Legalize Mount Guna as Protected Community-Managed Ecotourism Site and device livelihood options	No	3	5	167
96	D2084IE Conduct familiarization workshop on carbon marketing for the beneficiaries	No	160	115	72
97	D2094IE Conduct training on carbon marketing for partners' and ORDA staffs	No	30	18	60
98	D2104IE Conduct training on carbon marketing for 54 DAS and extension promoters	No	0	0	0
99	D2114IE Undertaking skills training to project beneficiaries (church-9, individuals community tree growers representatives -39, FRG-10, CCP-10, youths&women-15)	No	83	85	102
100	D2124IE Undertake experience sharing and training on carbon marketing for partners' and ORDA staff (Humbo project)	No	35	27	77
101	D2134IE Undertake experience sharing on carbon marketing for project beneficiaries (Humbo Project)	No	30	25	83
102	D2146IE Estimate baseline Green-House-Gas emission and system carbon	lumpsum	0	0	0
	Sub-component(D3): Knowledge management and capacity building		0	0	0
103	D3016IE Organizing National exposure visit on carbon marketing for CCPs technical committees(woreda & kebeles)	No	94	94	100
104	D3026IE Organizing International exposure visit on carbon marketing for CCPs technical committees, at all	No	0	0	0

S/N	Planned Output and Activities	Unit	Cumulative Progress		
	levels and ORDA staff				
105	D3036I Transmission of Information regarding climate change adaptation through Electronic media/mass media/	round	11	8	73
106	D3046IE Preparation and dissemination of T-shirts brochures ,leaf-lets	No	2000	1738	87
107	D3056IE Transmission of Information regarding climate change adaptation through SMS mobile phones	No	50000	50000	100
108	D3063IE Publicize and disseminate best practices	No	2	1	50
109	D3074IE Provide training for FRGs and CCPs on carbon marketing	No	0	0	0
110	D3084IE Provide training for 160 farmers' representatives on carbon marketing (3 days and 2 days trip)	No	0	0	0
111	D3094IE Provide training for representative of non-farmers (women, youth)	No	0	0	0
112	D3104IE Establish & strengthen environmental clubs	No	39	32	82
113	D3114IE Preparation of targeted training modules (climate change adaptation & mitigation)	No	12	0	0
114	D4218I Annual Project Review	freq	3	3	100
115	D4238I Monitoring & Evaluation	Freq.	24	24	100

Appendix 9: RIMS data

Community-based Integrated Natural Resources Management Project

Logical Framework

Results Hierarchy	Indicators				End Result
	Name	Baseline	Mid-Term	End Target	
Outreach Total Project Outreach	1.b Estimated corresponding total number of households members				
	Household members - Number of people				
	1.a Corresponding number of households reached				
	Households - Number			450000	908075
	1 Persons receiving services promoted or supported by the project				
	Males - Number			1045350	2114796
	Females - Number			1024650	1761160
	Groups receiving project services				
	Groups - Number			766	1641
	Communities receiving project services				
Project Goal Poverty sustainably reduced for about 312,000 rural households in 21 districts of Lake Tana Watershed	Reduction in the number of households living below the national poverty line				
	Number of households - Percentage (%)			25	
	Reduction in no. of children <5 years of age who are stunted				
	Number of children <5 years of age - Percentage (%)			15	
Development Objective Household incomes and food security increased as a result of sustainable land management and improved ecosystem integrity	Increase in per capita income				
	Increase income - Percentage (%)			25	
	Tonnes carbon sequestered in cropped soil, forests and pastures				
	Tonnes carbon sequestered - Weight (t)			700000	
Outcome					
Output 1. Community watershed management promoted	(RIMS) Village/community plans formulated				
	Plans - Number			650	863
	(RIMS) Groups involved in NRM formed/strengthened				
	Groups - Number			650	1322
	(RIMS) NRM groups with women in leadership positions				

Results Hierarchy	Indicators				
	Name	Baseline	Mid-Term	End Target	End Result
	Groups - Number			209	873
	(RIMS) People in NRM groups formed/strengthened				
	Males - Number			6733	11888
	Females - Number			2103	4410
	(RIMS) People trained in NRM				
	Males - Number			19475	35572
	Females - Number			9334	17061
Output 2. Improved pasture and and participatory forest management	Land under improved management practices				
	Hectares of land - Area (ha)			117520	217661
	Model communal grazing areas developed & grazing land user associations established				
	Model communal grazing areas - Number			630	499
	Forest cover increased in the watershed				
	Forest cover - Percentage (%)			10	
	Participatory Forest Management established				
	Hectares of land - Area (ha)			1000	934
	Biogas technology demonstrated & promoted				
	Demonstrations - Number			1400	1381
	Trainings on alternative energy sources & energy saving technologies promoted				
	Training sessions - Number			6300	5546
	(RIMS) Government officials and staff trained				
	Males - Number			4010	8349
	Females - Number			1198	3016
	(RIDE/RIMS) Disaggregated land types under improved management practices				
	Rangelands - Area (ha)			9450	32124
	Cropped Lands - Area (ha)			79120	143990
	Forests - Area (ha)			28950	17599
Output 3. Off-farm SWC measures strengthened on degraded forest and grazing lands	Off-farm area rehabilitated through SWC practices				
	Hectares of land - Area (ha)			32500	23948
Output 4. On-farm SWC measures strengthened	Cultivated lands rehabilitated through SWC practices				
	Hectares of land - Area (ha)			125125	143990
	1.1.4 Persons trained in production practices and/or technologies				
	Men trained in crop - Number				

Results Hierarchy	Indicators				End Result
	Name	Baseline	Mid-Term	End Target	
	Women trained in crop - Number				
	Total persons trained in crop - Number of people			500	18597
Output 5. Biodiversity & ecosystem conservation services enhanced	Community gene banks constructed				
	Banks - Number			4	2
	Forest insitu sites established				
	Sites - Number			15	6
Output 6. Participatory wetland ecosystem conservation enhanced	Wet land management plans developed				
	Plans - Number			29	19
	(RIMS) Environmental management plans formulated				
	Plans - Number			30	19
Output 7. Land registration & certification further strengthened	1st level certifications issued				
	Certifications - Number			282305	287704
	2nd level certifications issued				
	Certifications - Number			11000	9577
Output 8. Employment generation promoted for landless & nearly landless youths & women	Youths & women organized and supported for IGA				
	Individuals - Number			25000	10133
	(RIMS) People trained in income generating activities				
	Males - Number			8377	
	Females - Number			1572	
Output 9. Institutional & legal reforms enacted and implemented	Regional strategies. Policies and legislation revised and up-dated to mainstream SLM				
	Documents/ Policies - Number			6	4
	(RIMS TBC) People trained in business/entrepreneurship				
	Men/women - Number of people				381
	(RIMS) Savings/credit groups formed/strengthened				
	Groups - Number			181	383
	Savings/credit groups with women in leadership positions				
	Groups - Number			60	192
	(RIMS) People in savings and credit groups formed/strengthened				
	Males - Number			1850	2495
	Females - Number			660	1316

Appendix 10: Project internal rate of return (detailed analysis)²⁷

The project internal rate of return was not estimated in the design of the project which makes difficult to derive monetary benefits from each components of the project. However, an attempt has been made to estimate the cost- benefit of the IGA component of the project. Landless youths who have organized with fattening, fruit and vegetable production have taken as a case study to estimate the cost benefit of the project and the three years performance of the these IGA groups has been assessed and the future 7 years cash inflows and outflows have been estimated to calculate net present value of the project's investment.

Youths (Male =16 and Female =1) at North Achefer and BahirDare Zuria District (Male = and Female = 0) have been organized on vegetable and fruit production and cattle fattening respectively. The year 2008 set as a base year for future and present value determination. As shown in the Table below youths who organized on vegetables and fruits has produced onions, potato and tomato for three years with two rounds per a year and the total costs and benefits of each year has been estimated. The cost for labor, seed, training and fertilizers has been considered and the benefit gained has been estimated based on the local market price in terms of birr. In this group the cost of land rent did not have considered due to the fact the communities provided the land to youths as a gift from the communal lands. In the second and third years of the production season (2009 and 2010) youths didn't take trainings and they didn't bought seeds since they got the seed from their own production of 2008. The future 7 costs and benefits increment of this specific IGA has to be estimated 7% per year

Table 10.1. Costs and yield of vegetables and fruits in 2008

Description		Crop/ha in 2008		
		Onion	Potato	Tomato
A	labor	138	18	5
	Unit cost	60	60	60
	value	8280	1080	300
B	Farm power	30	18	0
	Unit cost	1500	200	0
	value	45000	3600	0
C	Seed Qt	9	12	0.005
	Unit price	6300	550	60000
	value	56700	6600	300
D	Trainee (No)	18	18	0
	unit cost	960	960	0
	value	17200	17200	0
E	Fertilizer (Qtl)	3	4	0
	unit price	700	700	0
	value	2100	2800	0
	Grand cost	129280	31280	600
	Production Qt	90	150	4.5
	Unit price	2300	280	10
	revenue	207000	42000	4500
	Profit	77720	10720	3900

²⁷ Please note that during April 2018 supervision mission, random assessment on sample of IGA found that IGAs are not profitable.

Table 10.2. Costs and yield of vegetables and fruits in 2009

Description		Crop/ha in 2009		
		Onion	Potato	Tomato
A	labor	138	18	5
	Unit cost	70	70	70
	value	9660	1260	350
B	Farm power	30	18	0
	Unit cost	200	200	0
	value	6000	3600	0
C	Seed Qt			0.005
	Unit price			60000
	value			300
D	Trainee (No)			0
	unit cost			0
	value			0
E	Fertilizer (Qtl)	3	4	0
	unit price	700	700	0
	value	2100	2800	0
	Grand cost	17760	7660	650
	Production Qt	85	140	4.5
	Unit price	2300	290	10
	revenue	195500	40600	4500
	Profit	177740	32940	3850

Table 10.3. Costs and yield of vegetables and fruits in 2010

Description		Crop/ha in 2010		
		Onion	Potato	Tomato
A	labor	138	18	5
	Unit cost	80	80	80
	value	11040	1440	16
B	Farm power	30	18	0
	Unit cost	200	200	0
	value	6000	3600	0
C	Seed Qt			0.005
	Unit price			60000
	value			300
D	Trainee (No)			0
	unit cost			0
	value			0
E	Fertilizer (Qtl)	3	4	0
	unit price	700	700	0
	value	2100	2800	0
	Grand cost	19140	7840	316
	Production Qt	90	150	4.5
	Unit price	2600	300	10
	revenue	234000	45000	4500
	Profit	214860	37160	4184

Similarly as shown in the table below youths who organized on fattening has fattened cattle three times per years (three rounds per a year) and the total costs and benefits of each year has been estimated. The cost for building construction, the cost of Cattle before fattening, labor, feed, training has been considered and the benefit gained has been estimated based on the local market price of the items in terms of birr. The second and third years of the fattening season (2009 and 2010) has been assessed and the future 7 cost and benefit increment of this specific IGA has also estimated to be 7% per year.

Table 10.4. Cost and benefit determination of fattening in 2008

Bahirdar Zuria Yigode Cattle Fattening Groups			
Members m = 10			
	2008		
Description	Round 1	Round 2	Round 3
cost item			
Cost for building construction	35450		
Purchase of Cattle before fattening	8	10	10
unit price	6675	6690	6800
Value	53400	66900	68000
Purchased feed	2300	2500	2700
labor	90	90	90
unit price	150	150	150
Value	13500	13500	13500
Training cost	24		
unit price	200		
Value	4800		
Gross cost	109450	82900	84200
Return			
Selling price of fattened Cattle	8	10	10
unit price	9813	12010	12275
Value	78504	120100	122750
Sales of manure	1200	1300	1300
Revenue	79704	121400	124050
net profit	-29746	38500	39850

Table 10.5. Cost and benefit determination of fattening in 2009

Bahirdar Zuria Yigode Cattle Fattening Groups			
Members m = 10			
	2009		
Description	Round 1	Round 2	Round 3
cost item			
Cost for building construction			
Purchase of Cattle before fattening	10	10	10
unit price	6670	6795	6970
Value	66700	67950	69700
Purchased feed	2670	2500	2700
labor	90	90	90
unit price	150	150	150
Value	13500	13500	13500
Training cost	24		
unit price	200		
Value	4800		
Gross cost	87670	83950	85900
Return			
Selling price of fattened Cattle	10	10	10
unit price	12350	12110	12175
Value	123500	121100	121750
Manure	1300	1300	1300
Revenue	124800	122400	124050
net profit	37130	38450	38150

Table 10.6. Cost and benefit determination of fattening in 2010

Bahirdar Zuria Yigode Cattle Fattening Groups			
Members m = 10			
Description	Round 1	Round 2	Round 3
cost item			
Cost for building construction			
Purchase of Cattle before fattening	10	10	10
unit price	8190	8695	8970
Value	81900	86950	89700
Purchased feed	2470	2500	2600
labor	90	90	90
unit price	150	150	150
Value	13500	13500	13500
Training cost	24		
unit price	200		
Value	4800		
Gross cost	102670	102950	105800
Return			
Selling price of fattened Cattle	10	10	10
unit price	13955	13990	14355
Value	139550	139900	143550
Manure	1300	1300	1300
Revenue	140850	141200	144850
net profit	38180	38250	39050

Net Present Value and benefit-cost Ratio

Attempt has been made to estimate the benefit-cost ratio by aggregating all the present value of the 10 years estimated costs and the benefits of the sampled IGA component of the project, Three years performance of the IGA groups has been assessed and the future 7 years cash inflows and outflows have been estimated to calculate net present value of the project's investment. Therefore, as shown below in table 7 with a discount rate of 12 percent over 10 years, the sampled IGA groups received the net worth of the present value ETB **2,100,147**. The net present value has been tested up to 50% discount factor and never got a negative value which indicates that the project investment on IGA was viable. When the present value of benefits and the present value of costs computed the benefit-cost ratio at (12%) becomes **2.00** which indicates that the project was feasible in generating 2.00 ETB with one birr investment. In other words the return from IGA from 1 ETB investment was 2 ETB which was highly profitable for IGA groups.

Table 10.7. Cost benefit analysis summary

Year	Gross costs	Discount factor 12%	Present worth 12%	Gross Benefits	Discount factor 12%	Present worth 12%
1	437710	0.893	390875.03	578654	0.893	516738.022
2	283590	0.797	226021.23	611850	0.797	487644.45
3	303846	0.712	216338.352	654750	0.712	466182
4	325115	0.636	206773.14	700582	0.636	445570.152
5	347873	0.567	197243.991	749623	0.567	425036.241
6	372224	0.507	188717.568	802097	0.507	406663.179
7	398280	0.452	180022.56	858244	0.452	387926.288
8	426160	0.404	172168.64	918321	0.404	371001.684
9	455991	0.361	164612.751	982603	0.361	354719.683
10	487910	0.322	157107.02	1051385	0.322	338545.97
Total	3838699		2099880.282	7908109		4200027.669
BCR = 4,200,027.669/2,099,889.28 = 2						
NPV at 12% = 4,200,027.669 -2,099,880 = 2,100,147						

Appendix 11: Environmental assessment (detailed analysis)

1. In line with IFAD Environmental and Social Assessment Procedures (ESAP), the project was categorised as B. This implied the project had the potential of localised negative impacts on the environment, which could be managed and were considered reversible. Accordingly due attention was given to some of the issues in implementation of watershed management activities and soil and water conservation works including plantation establishment and forest utilization. The project interventions were targeted at improved management of the natural resource base of the communities. Some of the project activities were also under the country's ESIA schedule two (projects that requiring a preliminary environmental impact study). However, ESIA was not done at project design with the presumption that the major project components were in favour of positive environmental and social impacts.
2. At end line, an environment and natural assessment in the project area has been done as part of the overall project impact. There were no negative environmental issues reported from the different types of interventions supported under the project. Rather, positive environment and natural resources as well as social impacts has been reported as noted in the main report various sections. The analysis is summarised in the table below.

Table 11.1 Environmental impact analysis for CBINReMP

Actions Affecting Environmental Resource Values of the project	Environmental Impact (Negative, positive, small, etc.)	Mitigation measures under CBINReMP	Comments
Resettlement or migration of people	None		The project did not entail any physical or economic resettlement of people.
Impact on existing social systems	Positive	Community-based approach	Community based nature of project intervention has significantly contributed to strong community participation and in-kind contribution. It further strengthens the existing social system via the development of watershed committees for the management of common resources
Physical cultural resources	None		No historical sites were affected by the project and no physical cultural resources were located in the project area
Inadequate resources to meet demands	None		The project has excelled in outreach to what was stipulated at design. There were no reports of inadequacy of resources to meet demand especially with the community in-kind contributions that exceeded the anticipated amounts.
Local disputes between communities or stakeholders disagreements due to project interventions	Positive	Community-based approach	There has been intensive community consultation and participation in all project interventions. Particularly for participatory forest management and area closure interventions for which community bylaws have been prepared by the communities themselves to address any potential disputes.
Community health or safety concerns	Positive	Renewable energy sources	Biogas and improved stove intervention contribute positively to women's health. Availability of vegetables and fruits as part of project

Actions Affecting Environmental Resource Values of the project	Environmental Impact (Negative, positive, small, etc.)	Mitigation measures under CBINReMP	Comments
			intervention improve beneficiary households' nutrition and positively affect their health status.
Workload of local communities or subgroups, especially women	Positive	Ensuring participation of women in community committees, and supporting their participation in income-generating activities (IGAs) and land tenure interventions	Project promotion of biogas and improved stoves has contributed positively to reduce women's workload. The increase in water availability also has a positive impact on reducing the distances for collecting water.
Impact on traditional practices or agricultural systems in the area	Positive		The increase in water quantity in rivers and springs within the watershed has encouraged some form of irrigation and has positively affected the agricultural system in the area by increasing number of cropping seasons
Introduction, continued existence, or spread of non-native invasive species	None		No invasive species have been introduced in the project area
Soil erosion or land degradation	Positive	Reforestation of degraded communal lands and off-farm soil and water conservation measures	Community based integrated sustainable watershed management activities undertaken by the project has resulted in rehabilitation of about 24,000ha seriously degraded land. About 431 ha gullies have been rehabilitated
Felling of trees/forest clearing	Positive	Participatory forestry management and allocation of public forests to community groups or individuals	The project has significant positive impact on afforestation. About 17,600 ha has been afforested with forest and fruit trees. About 934 ha has been covered with participatory forest management. . A significant amount of carbon is being sequestered as a result of the project intervention, the annual incremental difference was 4,477 tCO ₂ eq/year.
Pollution by pesticides and/or other agro-chemicals	None		Project did not introduce any pesticides and/or agro chemicals
Effect on downstream water use	Positive	Development of wetland management plans	The increase in forest and fruit plantation in the watershed and promotion of area closures have contributed positively to increase water flows of rivers under the hills. Focus Group Discussions with beneficiaries confirmed that the rivers under the hills used to dry out immediately after the rainy season. But now, they stay almost all year long.
Impact on existing water courses	Positive	Watershed planning and management	Water availability for productive uses has increased in the rivers and springs that now flow for additional durations. Flow of springs has extended from 3–4 months to 8–12 months and of new springs have also developed in the area

Actions Affecting Environmental Resource Values of the project	Environmental Impact (Negative, positive, small, etc.)	Mitigation measures under CBINReMP	Comments
Land tenure security and rights	Positive	Improved land administration and certification for rural households	Project intervention in provision of land certification has promoted land security.
Availability and access to grazing sites	Positive	Improved pasture and forage management	Project interventions in pasture management have resulted in high quality biomass. Improved pasture management has been demonstrated on about 6,378 ha of land.
Economic and social evaluations	Positive	Training in income generating activities	Project impact on beneficiary households livelihood has been positive as found by the project endline impact assessment. There has been an increase in the income sources e.g. from sale of hay and vegetables.

Appendix 12: Stakeholder workshop findings

Project Completion Report (PCR) validation workshop

WORKSHOP MINUTES

Date: 9 March 2019

Place: Lake Mark Hotel, Bahir Dar, Ethiopia

Time: 8:30am-3.00pm

Chairperson: Markos Wondie (Former RPCMU coordinator and Deputy Head of BoA)

Agenda:

1. Validating initial and final project target beneficiaries and watershed Woredas in the PCR
2. Validating Project components reported in the PCR
3. Validating quantified Report in the PCR
4. Validating consistency of the PCR
5. Validating the rating of PCR scores
6. Addition of lessons learned by participants
7. Deciding the date of closing workshop at regional level

Participants:

No	Name	Organization	Occupation	Remark
1	Markos Wondie	BOA	Deputy head	RPCMU-chair person
2	Woreta Ares	ORDA	Project coordinator	Implementing partner
3	Abebe Mitiku	BoA	Expert	Implementing partner
4	Workneh Andargie	BoA	Expert	PCR team member
5	Biksegna Asfaw	RBPCU	Bio-slurry extension officer	Implementing partner
6	Zerihun Yohannes	Bahir Dar University	Lecturer and Researcher	PCR team member
7	Delelegn Adugna	BoA	PSNP-PW-M and E	PCR team member
8	Yismaw Wuletaw	BoA	Expert	PCR team member
9	Seyoum Getachew	IFAD	Country program officer	IFAD representative
10	Edeget Merewi	BDBC	Director	Implementing partner
11	Befekadu Behute	IFAD	PCR Consultant	IFAD- PCR consultant

1. Validating initial and final project target beneficiaries and watershed Woredas in the PCR

As per the project design report (PDR), the project target was to benefit about 450,000 households in the Lake Tana watershed of Amhara region. However, there was another target (312,000) that makes confusion for third person readers. Thus, the workshop participants explained that 450,000 households were the real target of the project in the 21 watershed Woredas. The workshop participants explained as there was administrative boundary changes in the Lake Tana Watershed. As a result, the project was implemented in 29 Woredas without change in area coverage and target of the project design.

2. Validating Project components reported in the PCR

Participants from BoA and Organization for Rehabilitation and Development in Amhara (ORDA) explained the addition of one project component. At the project design the project had three components. However, in the course of implementation with financial support from Spanish fund, the

project has added a Sustainable adaptation to climate change as component D. All activities under this component were subcontracted to ORDA. As per evidence from ORDA participant, this project component was effective in July 2011. Such that phase I was from July 2011 to December 2014 and Phase II was from July 2015 to 30 September 2018. The activities were implemented in three highland Woredas (Farta, East Estie and Laygaynt) around Mount Guna in the east of Lake Tana.

3. Validating quantified Reports in the PCR

The IFAD representatives were asked for justification the implementing partners, and regional steering committee chair person for total achievement of 908,000 households reported to IFAD and the less achievements and revision in participatory forest management plan. The RPCMU said, it was due to inclusion of some neighboring communities and some households got more than one type of training and counted more than once in the report. Regarding the participatory forest management, the participants of the validation workshop such as PCR teams, the regional steering committee chair person and implementing partners justified the reason behind the low achievements and revision of plans. "Initially, participatory forest management was planned to cover 10,000 ha in five sites of public forests. However, this number was revised to 1000ha. This was due to change in government policy in the forest management. The Amhara Forest enterprise was established by the regional government to manage the forests. Thus, the mandates were goes to government through this government forest enterprise.

4. Validating consistency of the PCR

The PCR teams were read all the PCR document between lines to validate the consistency of the content by implementers, regional steering committee chair person and IFAD representatives. The participants were commented on the PCR. Consistency of abbreviations, order of explanations, inappropriate wordings and explanations were some of the problems rectified by workshop participants.

5. Validating the rating of PCR scores

The regional steering committee chairperson and implementing partners have asked the PCR teams the reason for each rating. The PCR team justified the rating by explaining tangible evidence. The evidences were based on previous reported documents, PCR teams' field visit, KIIs and FGDs. The PCR teams read the rating requirements to the participants and agreed in all rating scores. However, the score description (Annex III) has problem in the climate change adaptation. For example, adaptation to climate change was the core objective of the project but the communities are not fully empowered to mitigate, prevent and prepare for the negative effects of climate change and was unable to score this component highly satisfactory(6). At this point, the project scored as satisfactory (5) but it is core component of the project. Participants had complain on the satisfactory score description which it described as climate change adaptation is not considered as core component of the project. And the PCR team explained, it is implementation performance that count most/ not just the scoring saying 'it is not core-component'.

6. Addition of lessons learned and additional suggestions by participants

The project implementing partners from ORDA, biodiversity, and regional steering committee chair person have added some valuable lesson learned with evidence. The implementing partners and RPCMU appreciated the flexibility of the project implementation modalities, integration of watershed activities, inclusion of wetland management unlike other projects, the regional steering committee chairperson took lessons for other projects to have baseline survey, midterm review, completion report, and closing workshop as like IFAD's community based integrated watershed project. Thus, the RPCMU showed interest to continue the IFAD project, if given the opportunity.

Absence of specific appraisal target was a serious limitation to monitor implementation was also come out a lesson learnt.

7. Deciding the date of closing workshop at regional level

The project closing workshop is decided to be from March 22 to 23/2019. During the closing workshop project implementation report, visiting some project sites and project exist strategies are some of the listed proposed activities. At least one Minister/StM will be invited to officially close the project at regional level. The regional closing workshop will be cascaded to all Lake Tana watershed Woredas of the project area.

Appendix 13: Final wrap-up meeting minutes

Date: 30 March 2019

Place: Florida International Hotel, Gondar, Ethiopia

Time: 8:30am-2.00pm

Chairperson: Markos Wondie (Former RPCMU coordinator and Deputy Head of BoA)

Participants: Dr. Bosena Tegegn (Head of Amhara BoA) and more than 70 heads and experts from zonal and woreda offices of agriculture in representation of all project woredas and IFAD representative have participated on the workshop.

Agenda:

1. How to continue project results and activities after closure
2. How to properly document project lessons and achievements
3. How to properly account project purchased physical assets within the BoA.

The workshop has started by welcome note from Dr. Bosena Tegegn, whom acknowledge the project achievements in supporting the rehabilitation of the overall natural resource under the sustainable land management framework in LTW. She also thank IFAD and GEF for the financial support and confirmed she will provide the required support for the continuity of project activities following project closure, claiming the project activities are the among the usual duties of the bureau.

Ato Markos Wondie (former project coordinator and deputy head of BoA) make a presentation about the project (background, objectives, and project achievements by component by closure). Then, the workshop opened for discussion on the agenda.

How to continue project results and activities after closure.

- Different speakers in representation of zone and woreda administration confirmed their willingness to continue project activities and numerous concerns have been raised on the discussion. The most concern was shortage of budget.
- In relation to budget, the head and deputy of BoA provided direction to the head of zone and woreda offices that they need to be proactive during annual budgeting while negotiating and approval of budget with bureau of finance. Although budget shortage is a national phenomenon, it has been acclaimed that activities of natural resources management in particular and overall agricultural activities in general needed to get attention during budgeting.
- Participants noted that some project nurseries due to absence of budgeting are being closing down.
- Requirements of strong leadership has been highlighted, for continuity of project activities.
- There was also some concerns with regard to the need for additional budgeting to finalize some project activities.
- It was noted that regional land use directive is about to be in place, claimed to be vital in facilitating sustainability of project results.

How to properly document lesson learnt and project achievements.

- Leadership confirmed to take responsibility to properly document project achievements
- Participants noted proper handover with signature by leadership is required
- Participants claimed that so far documentations are properly kept

How to properly account project purchased physical assets within the BoA.

- Most woreda and zone offices noted most of the physical assets they possess are purchased by the project
- It was confirmed by the participants that project purchased physical assets are part of the assets of BoA and hence are properly recorded and accounted.