

REPORT
FOR THE TERMINAL EVALUATION (TE) OF THE PROJECT
INTEGRATED LANDSCAPE MANAGEMENT TO ENHANCE FOOD SECURITY AND ECOSYSTEM
RESILIENCE IN ETHIOPIA

PIMS 5559
ATLAS AWARD 00097070
ATLAS PROJECT ID: 00100923
GEF ID NUMBER: 9135

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EVALUATION REPORT WRITTEN AND SUBMITTED BY MARIA ONESTINI

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I. OPENING PAGE

Project title:

Integrated Landscape Management to Enhance Food Security and
Ecosystem Resilience in Ethiopia

PIMS 5559

Atlas Award 00097070

Atlas Project Id: 00100923, GEF ID number:

9135

Evaluation time frame: September – November 2021

Date of evaluation report: November 30 2021

GEF 6 - LD Objective 3 (Reduce pressures on natural resources by
managing competing land uses in broader landscapes), Program 4
(Scaling-up sustainable land management through the Landscape
Approach).

Implementing Partner: Federal Environment, Forest and Climate
Change Commission of Ethiopia (formerly the Ministry of Environment,
Forest and Climate Change)

International Consultant: Maria Onestini

National Consultant: Beyene Gizaw

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DISCLAIMER

This document represents the analysis of the author (Maria Onestini) and does not necessarily reflect the views and opinions of the Project, governments or institutions involved in the Project, the United Nations Development Programme, GEF, nor any other person or UN Agency.

III. ACRONYMS AND ABBREVIATIONS

ADLI	Agriculture Development Led Industrialization
AEZ	Agro-Ecological Zone
AF	Agroforestry
AIS	Alien Invasive Species
ANRS	Afar National Regional State
BD	Biodiversity
BoA	Bureau of Agriculture
BoARD	Bureau of Agriculture and Rural Development
BoCTP	Bureau of Culture, Tourism and Parks
BoEPLU	Bureau of Environmental Protection and Land Use
BoFED	Bureau of Finance and Economic Development
CA	Conservation Agriculture
CBO	Community-Based Organisation
C	Celsius/Centigrade
CC	Climate Change
CCA	Climate Change Adaptation
CCM	Climate Change Mitigation
CDO	Cooperative Department Office
CRGE	Climate Resilient Green Economy Strategy
CRS	Climate Resilience Strategy
CSE	Conservation Strategy of Ethiopia
CSA	Climate Smart Agriculture
CSA	Central Statistics Agency
EBI	Ethiopian Biodiversity Institute
EIA	Environmental Impact Assessment
EPA	Environment Protection Authority
EPACC	Ethiopia's Programme of Adaptation to Climate Change
ESIA	Environmental and Social Impact Assessment
EWCA	Ethiopian Wildlife Conservation Authority

FAO	Food and Agriculture Organization
FDRE	Federal Democratic Republic of Ethiopia
FHH	Female-Headed Household
FSP	Full-sized Project
FYGTP	Five-Year Growth and Transformation Plan
GDP	Gross Domestic Product
GEF	Global Environment Facility
GEFSEC	Global Environment Facility Secretariat
GES	Green Economy Strategy
GHG	Greenhouse Gas
GIS	Geographical Information System
GoE	Government of Ethiopia
GTP	Growth and Transformation Plan
ha	Hectare
IRRF	Integrated Results and Resources Framework
IWRM	Integrated Water Resource Management
JFMA	Joint Forest Management Agreement
km	Kilometre
LD	Land Degradation
LPA	Learning and Practice Alliance
M&E	Monitoring and Evaluation
MDG	Millennium Development Goal
MEF	Ministry of Environment and Forest
m	Metre
masl	Metres above sea level
mm	Millimetre
MHH	Male-Headed Household
MoA	Ministry of Agriculture
MoFED	Ministry of Finance and Economic Development
MPTFO	Multi-Partner Trust Fund Office (for CRGE - UNDP's)
MSP	Medium-Sized Project

MUS	Multiple Use water Services
NAMA	Nationally Appropriate Mitigation Actions
NAP	National Adaptation Programme (for UNCCD)
NAPA	National Adaptation Plan of Action (for UNFCCC)
NBSAP	National Biodiversity Strategy and Action Plan (for CBD)
NGO	Non-Governmental Organisation
NPC	National Planning Commission
NSC	National Steering Committee
NTFP	Non-timber forest products
OECD	Organisation for Economic Cooperation and Development
PASDEP	Plan for Accelerated Sustainable Development to End Poverty
PER	Public Expenditure Review
PES	Payment for Ecosystem Service(s)
PFM	Participatory Forest Management
PPG	Project Preparation Grant
PIF	Project Identification Form
PIN	Project Inception Note
PIR	GEF Project Implementation Report
PIT	Programme Implementation Team
PM	Project Manager
PMU	Project Management Unit
POPP	Programme and Operation Policies and Procedures
ProDoc	Project Document
PROFOR	World Bank Program on Forests
PSC	Project Steering Committee
PSPC	Pilot Site Project Committee
PSNP	Productive Safety Net Programme
RAPTA	Resilience, Adaptation Pathway and Transformation Assessment
REDD+	Reduced Emission from Deforestation and Degradation
SEEA	System of Environmental and Economic Accounts
SLM	Sustainable Land Management

SNNPR	Southern Nations, Nationalities and Peoples’ Region
SRM	Sectoral Reduction Mechanism (of CRGE)
SRS	Somali Regional State
STAP	Scientific Technical Advisory Panel
t	Tonne
TEEB	The Economics of Ecosystems and Biodiversity
TG	Target Group
ToR	Terms of Reference
ToT	Training of Trainers
UN	United Nations
UNCT	UN Country Team
UNDP-GEF	UNDP Global Environmental Finance
UNFCCC	United Nations Framework Convention on Climate Change
UNEP	United Nations Environment Programme
WOFED	Woreda Office of Finance and Economic Development
yr	Year

1. EXECUTIVE SUMMARY

Table 1: Project Information Table

Project Details		Project Milestones	
Project Title	Integrated Landscape Management to Enhance Food Security and Ecosystem Resilience in Ethiopia	PIF Approval Date:	Jun 4, 2015
UNDP Project ID (PIMS #):	5559	CEO Endorsement Date (FSP) / Approval date (MSP):	Feb 21, 2017
GEF Project ID:	9135	ProDoc Signature Date:	May 12, 2017
UNDP Atlas Business Unit, Award ID, Project ID:	00100923	Date Project Manager hired:	Sep 25, 2017
Country/Countries:	Ethiopia	Inception Workshop Date:	Aug 29, 2017
Region:	Africa	Mid-Term Review Completion Date:	December 2019
Focal Area:	LD3, Program 4	Terminal Evaluation Completion date:	
GEF Operational Programme or Strategic Priorities/Objectives:	LD-3 Program 4 BD-3 Program 7	Planned Operational Closure Date:	April 2022
Trust Fund:	GEF		
Implementing Partner (GEF Executing Entity):	United Nations Development Programme		
NGOs/CBOs involvement:	CALM P4R NaRM		
Private sector involvement:	RORANK(Super Eagle) Pvt.Ltd, WUB Water Bottling Pvt.Ltd		
Geospatial coordinates of project sites:	Woreda/district Belate Zuria/Boricha Dugna fango	Easting 38.05 ⁰ 37.9 ⁰	Northing 7 ⁰ 7.05 ⁰

	Angolelatera	39.25 ⁰	9.6 ⁰
	Menzegeera	39.35 ⁰	10.55 ⁰
	Chiro	40.6 ⁰	9.2 ⁰
	Doba	40.9 ⁰	9.45 ⁰
	Gursum	42.3 ⁰	9.45 ⁰
	Tuliguled	42.3 ⁰	9.65 ⁰
	Aba'ala	39.6 ⁰	13.6 ⁰
	Amibara	39.9 ⁰	9.8 ⁰
	Raya	39.15 ⁰	12.9 ⁰
	Tanquabergele	38.45 ⁰	13.6 ⁰
Financial Information			
PDF/PPG	at approval (US\$M)	at PDF/PPG completion (US\$M)	
GEF PDF/PPG grants for project preparation	100,000	100,000	
Co-financing for project preparation			
Project	at CEO Endorsement (US\$M)	at TE (US\$M)	
[1] UNDP contribution:	500,000	500,000	
[2] Government:	14,465,431	13,594,071	
[3] Other multi-/bi-laterals:		13,865	
[4] Private Sector:		59,617	
[5] NGOs:		10,663	
[6] Total co-financing [1 + 2 + 3 + 4 + 5]:		14,178,216	
[7] Total GEF funding:	10,239,450	10,239,450	
[8] Total Project Funding [6 + 7]		24,417,666	

BRIEF DESCRIPTION OF THE PROJECT

Smallholder farming (cultivation and pastoralism) is the mainstay of Ethiopia’s economy across the six regions in which this project has been implemented. Farming takes place in often highly degraded and vulnerable environments where there is substantial loss of vegetation, associated erosion and declining soil fertility. Huge demand for natural capital including biomass fuels exacerbates environmental degradation and affects food production. This project proposes an integrated approach that brings together capacity to achieve food security with the need to restore and sustainably manage key environmental resources. It does this through three interrelated components:

- *Component 1* ensures effective multi-stakeholder platforms are in place to support the dissemination and uptake of integrated approaches;
- *Component 2* develops specific approaches and puts in place effective mechanisms to scale up across target sites and, more widely, in the country; and
- *Component 3* establishes a systematic monitoring, assessment, learning and knowledge management mechanism that supports influencing at a wider scale in Ethiopia – and via the Regional Hub project – across other SSA countries under the IAP.

Infusing all components is a commitment to gender-responsive development, in which women stakeholders within smallholder communities play a central role in economic and environmental transformations.

Table 2: Evaluation Ratings Table for the Project¹

1. Monitoring & Evaluation (M&E)	
M&E design at entry	MS
M&E Plan Implementation	S
Overall Quality of M&E	MS
2. Implementing Agencies (IAs) Implementation & Executing Agency (EA) Execution	
Quality of UNDP Implementation/Oversight	S
Quality of Implementing Partner Execution	S
Overall quality of Implementation/Execution	S
3. Assessment of Outcomes	
Relevance	HS
Effectiveness	S
Efficiency	S
Overall Project Outcome Rating	S

¹ Accounts of these ratings are embedded in this report’s narrative in each of the pertinent sections.

4. Sustainability	
Financial sustainability	ML
Socio-political sustainability	ML
Institutional framework and governance sustainability	ML
Environmental sustainability	ML
Overall Likelihood of Sustainability	ML

CONCISE SUMMARY OF FINDINGS AND CONCLUSIONS

Summary Main Findings

- ✚ The Integrated Landscape Management To Enhance Food Security And Ecosystem Resilience In Ethiopia addresses major issues in the country. It does by acknowledging the multiple issues related to integrated landscape management as it relates so sustainability and resilience of food production systems with a context of food insecurity and at the same time facing environmental issues such as land degradation, water management and socio-economic issues is a major issue in Ethiopia.
- ✚ *Given the above, the Project has been highly relevant in many ways. This relevance is due to the fact that the intervention's objectives are consistent with beneficiaries' requirements, country needs, global priorities and partners' and donors' policies.*
- ✚ Design of the Project had some substantial issues. However, most of them could be adjusted through adaptive management practices.
- ✚ Addressing beneficiaries needs through a decentralised approach has been a good practice that has engendered capacity at the local level in multiple ways.
- ✚ Gender equality and women's empowerment aims are some of the key factors and best practices for the project. These have not remained at the theoretical level, or just with gender-only pilots. These issues were appropriately imbedded across the different outputs and outcomes as well as in the implementation approach.
- ✚ The Project has faced a number of external challenges. Where it was possible to do so, the intervention adapted implementation to deal with these.
- ✚ The conjunction of traditional knowledge and innovation has been proper and has conducted towards appropriation, mainly by local beneficiaries.
- ✚ The intervention has a high potential for replication and upscaling. It also has, potentially, a high catalytic effect.

Summary Conclusions

Enhancing sustainability and resilience of food production systems with a context of food insecurity and at the same time facing environmental issues such as land degradation, water management and socio-economic issues is a major issue in Ethiopia. Nevertheless, with the

complexities mentioned above and even in a context of serious externalities, the *Integrated Landscape Management to Enhance Food security and Resilience in Ethiopia Project* in Ethiopia is concluding with a strong set of achievements but also with lessons learned as well as a catalytic potential. Although facing several design – level shortfalls, the project will arrive at its closure (planned for April 2021) having met its immediate aims and objectives. Furthermore, based on the activities and products generated by and through the project, there has been upgrading of in-country capacity to better deal with the multi-faceted issues of resilience and vulnerability with regard to land management and food security. The ownership of the stakeholders regarding, particularly local stakeholders and direct beneficiaries, its expected outcomes and expected results, as well as its sustainability has been a substantial contributing factor to the achievements. With the success of this project and the lessons learned for the issues the project had to face, the institutions involved are in a unique position to leverage its role also as a good practice with concrete achievable results. Not forgetting that this is a specific project within a region-wide mechanism, which is the Sub-Saharan Regional IAP, the project could take advantage of this particular matter to depict its successes and lessons learned with the outlook of further generating sustainability and catalytic processes.

Synthesis of the Key Lessons Learned

- ✚ Project design as well as inception periods are crucial for the proper development of a project.
- ✚ Robust project planning facilitates implementation, particularly at start – up.
- ✚ Operative design is directly linked to information, preparation and analysis.
- ✚ Multi-layered frameworks for project guidance are key to integrate different stakeholders and to enhance a bottom up approach.
- ✚ Gender mainstreaming is not an optional feature of a project that aims to generate equity.
- ✚ When working in different regions, ecosystems, and socio – economic contexts in different productive sectors, a “one size fits all” recipe is not proper.
- ✚ If an effect, a result, or an impact is expected, then it has to be accompanied by proper metrics, and intermediate processes to be achieved, not only be expressed as an aspirational goal.
- ✚ Uptake, sustainability and feasibility of achievable results is closely linked to what demonstrations can be produced, especially for direct beneficiaries.
- ✚ Traditional knowledge is enhanced by innovation, creating a dialogue between the two sets of perspectives and applying where appropriate.
- ✚ Capacity building is crucial for these sorts of projects, and it can be taken-on and engaged with in different modalities.
- ✚ A lesson learnt (as well as a best practice) has been the effective linking of technical expertise with local situations and solutions to enhance capacity.

- ✚ A decentralized approach creates accountability, ownership, and engenders project management capacity at local level.
- ✚ Knowledge management with best practices included can be a tool to generate buy-in by showcasing experiences at the local levels.
- ✚ Identification of community priorities in relation to Integrated Landscape Management, addresses several issues such as food security and resilience building

Table 3: Recommendations Summary Table

Rec #	TE Recommendation	Time frame
1	Partners should work together and strive to complete in the next few months the remaining tasks that need to be accomplished to fully conclude the project	Until project conclusion
2	Capture, communicate, disseminate and generate visibility for lessons learned, successes, issues, and other issues that the project has encountered and for results achieved.	Until project conclusion
3	Develop a catalytic, upscaling and replication strategy to implement in Ethiopia after project closure ensuring the sustainability of achievements and having them spread to other contexts and other areas	Until project conclusion
4	Provide support for the development and implementation of projects in the immediate future that are based on current project's achievements and findings	Until project conclusion
5	Generate a strategic document that identifies what the project has not achieved (for instance policies) in order to better include these in future programming	Until project conclusion
6	Project design processes need to use tested methodologies and tested practices.	Future programming
7	Project design should be clear and consistent, and contain proper indicators to capture effects and impacts, as well as have a clear strategy for overall implementation	Future programming
8	Design should clearly include all that a project intends to achieve, for instance policies or institutional strengthening or needed governance structures, in order for all of the intended results to be properly articulated throughout implementation.	Future programming
9	Projects with intricate components and multiple partners and stakeholders need to have internal coordination mechanisms with clear coordination among and between all types of stakeholders	Future programming
10	Gender mainstreaming requires to be clearly imbedded at all stages of a project and be based on a complete gender analysis, mainstreaming strategy and proper monitoring indicators.	Future programming
11	Projects need to develop an appropriate exit strategy in order to impel sustainability as well as replication and upscaling, identifying institutional/governance and normative components needed to sustain effects.	Future programming
12	The inclusion of multivariate topics has to be imbedded in a project when it deals with complex issues, multilevel, multifaceted issues.	Future programming
13	Capacity building at all levels needs to be a strong explicit component , incorporating through demonstration the value added of whatever practices, methods and knowledge is being transferred to stakeholders..	Future programming
14	The association of traditional knowledge and innovation needs to be imbedded in a project in order to strengthen both approaches and have them be mutually supportive	Future programming

2. INTRODUCTION TO THE EVALUATION

PURPOSE AND OBJECTIVES OF THE TERMINAL EVALUATION

The varied purposes of evaluation exercises include monitoring results as well as assessing effects/impacts and promoting accountability. This evaluation centres, therefore, upon valuating the outcomes, outputs, products, and processes achieved by the *Integrated Landscape Management to Enhance Food Security and Ecosystem Resilience in Ethiopia*. The specific objectives of the evaluation were to determine if and how project results were achieved, and to draw useful lessons that can both improve the sustainability of benefits from this project as well as to aid in the overall enhancement of UNDP programming. Lastly, this exercise follows general objectives of these sorts of evaluations which have as an overall purpose to assemble lessons learned and best practices to aid projects' processes in the future.

The overall objectives of the evaluation are to assess the achievement of project results, and to draw lessons that can both improve the sustainability of benefits from this project, and aid in the overall enhancement of UNDP programming, GEF projects as well as the Government of Ethiopia's and Ethiopian (through communities, local governments, regional states, etc.) practice and policies. It is expected that lessons learned and recommendations from the evaluation can be used to inform the design of future projects and programs.

The objective of the TE is to assess project performance against expectations set out in the project's Logical Framework/Results Framework. The TE will assess results according to the criteria outlined in the Guidance for TEs of UNDP-supported GEF-financed Projects. The TE report will assess the achievement of project results against what was expected to be achieved and draw lessons that can both improve the sustainability of benefits from this project, and aid in the overall enhancement of UNDP programming. The TE report promotes accountability and transparency and assesses the extent of project accomplishments.

SCOPE

This final evaluation has primarily focused on assessing the effectiveness, efficiency, sustainability, and relevance of the project considering the accomplished outcomes, objectives, and effects. The evaluation scope is the whole project up to the time of the assessment. The unit of analysis for this evaluation is the project in and of itself, understood to be the set of components, outcomes, outputs, activities and inputs that were detailed in the project document and follow up programming documents. The terminal evaluation also analyses the different stages of the initiative: design, implementation, and sustainability. Therefore, in summary, the scope and range of analysis will entail the following:

- Assess progress towards achieving project objectives and outcomes as specified in the Project Document.
- Assess signs of project success or failure.

- Review the project’s strategy in light of its sustainability risks.
- Assess the feasibility of the Theory of Change including risks and assumptions.

METHODOLOGY

The evaluation provides analysis grounded on evidence-based information that is credible, reliable and useful. It will follow a participatory and consultative approach in close engagement with different sorts of stakeholders directly and indirectly involved in the project (such as –if relevant or available-- government counterparts, UNDP Country Offices member, project team --current and former key staff members--, Woreda – level stakeholders both sub national governments and direct beneficiaries and other pertinent key stakeholders).

In order to carry out this evaluation exercise, several data collection tools for analysing information from the principles of results-based evaluation were used. The intervention’s logical framework with Outcomes, Outputs and Indicators, which guided the implementation processes, forming one of the bases of the Evaluation. The evaluation process examined the achievements (results) of the project. These were analysed at the levels of outputs, outcomes, products and processes (expected and unexpected, planned and unplanned) that the Project attained throughout its implementation process. This was done by including indicators summary matrix and analysing vis-à-vis related project outcome, and output indicators in line with baselines, targets, and actual accomplishments, mainly from desk review and monitoring reports. Therefore, the project indicators were interrelated with the evaluation questions via different data sources and collection and analysis methods.

The tools chosen for the evaluation, with a mixture of primary and secondary data as well as a combination of quantitative and qualitative material and methods of analysis, were selected in order to provide a spectrum of information and to validate findings. Quantitative analysis was carried by using logical framework and related indicators as benchmarks to tally project progress in implementation. Qualitative analysis was mainly applied to the information harnessed by using thematic analysis of responses to interviews and focal group discussion. All of these analytical tools were triangulated and validate.

This evaluation process took place in the midst of the Covid-19 pandemic as well in the midst of a humanitarian crisis in Ethiopia. These factors, undeniably, not only have had an effect on the Project itself, they also impacted upon the evaluation. It has had an impact already due to the, understandable, lack of in-country mission and travel prohibitions for the international consultant as well as travel restrictions for the national consultant. The local level interviews were carried out by the national consultant, as feasible and as safe to do so. For carrying out the review, therefore, UNDP guidance on evaluation planning and operation during Covid-19 and the revised strategy for this review were followed for the design and implementation of the review process.

The evaluation process was implemented using gender-responsive methodologies and tools and ensure that gender equality and women’s empowerment, as well as other cross-cutting issues and SDGs, are incorporated as relevant into analysis and into the report. The gender-

responsive evaluation assesses how gender issues are included in the project (from design/planning to implementation processes)² and provides information on the way in which the project is or will be affecting women and men differently and how women are included in the project within a rights framework.

A first guiding tool developed was an evaluation matrix which is found in the following section of this inception report. This matrix guided the data collection process and, as the evaluation proceeded, the matrix was used to collect and display data obtained from different sources that relate to relevant evaluation criteria and questions. The matrix contains Evaluative Criteria Questions (that is, questions and sub questions related to each of the evaluation criteria contained in the evaluation); Indicators; Sources; and Methodology.

Regarding specific methodologies to gather assessment information, the following tools and methods will be used:

- ***Document analysis: In-depth analysis of documentation.*** The documentation analysis examined documents prepared during the preparation phase (i.e. PIF, UNDP Initiation Plan, UNDP Environmental & Social Safeguard Policy, Project Document) as well documents prepared during implementation such as Annual Project Review/PIRs, project budget revisions, midterm review, lesson learned reports, national strategic documents, etc.). Output documents, were also examined. Furthermore, other documents, such as publications originating from the project (research and media publications, etc.) were analysed as available.

- ***Key informant and stakeholders' interviews, focal group discussions, and site visits:*** Interviews were conducted through a series of open and semi-open questions raised to stakeholders directly and indirectly involved with the Project. Key actors (stakeholders) were priori have been defined as UNDP, EFCCC; executing agencies, senior officials and task team/ component leaders, Project Board, project stakeholders, academia, local government and CSOs, as well as direct beneficiaries, etc. Although it had been expected that the national consultant would conduct field missions to seven regional states including the following project sites (Angolelatera, Menzegera , Tanqua-Abergele, Raya-Azebo, Chiro, Doba, Dugna-Fango, Belate-Zuria, Tuliguled, Gursum, Aba'ala and Amibara), this has in reality proven unfeasible for several reasons such as security in areas with conflict; COVID-19 pandemic related issues; and the limited time available for interviews due to delays in implementation of this terminal evaluation. Therefore, a selection of woredas and sites that can be visited and where face-to-face interviews could take place has been made early on in this process to sample these along several criteria. The criteria were: (a) Safety: exclude those three Woredas which was not safe to travel to; (b) performance: level of performing (high performing, average, low performing); (c) geographic access: due to time limitations woredas/sites that are more accessible for local consultant were chosen: (d) regional distribution: adjacency of target districts and regional locations; and (e)

² UNDP. Evaluation Guidelines. The Gender Results Effectiveness Scale (GRES): A Methodology Guidance Note.

Vulnerability: climate and environmental. Based on these criteria, site visits were carried out as follows:

- Dugna fango woreda from SNNPR
- Angolela tera woreda from Amhara
- Doba Woreda from Oromia
- Gursum and Tuliguled woredas
- Bilatie zuria woreda.

In annexes lists of consulted persons are included, both for the national and for the sub national level interviews. A total of 130 persons were consulted. Of these 45 were female and 85 were male.

The organization of the field visits took a lot of time and effort, particularly for Project staff, UNDP and the national consultant due to the COVID-19 crisis, changes in government at the time of the field mission, as well as security issues in the regions where the project had intervention. This delayed the evaluation process to a degree. The limited access to internet, telephone and other digital means of many stakeholders and the limited access of these and other tools by the national evaluator also posed challenges to the development of the mission. However, as can be seen in annexes, a great number of stakeholders and beneficiaries were reached throughout this process, securing representativeness and underscoring the participatory process that took place within the mission.

The process was carried out by two independent consultants. A national consultant and an international consultant. As indicated in the respective terms of reference, the division of labour within the evaluation team was as follows:

- The International Consultant as the team leader of this assignment and responsible for the overall design and writing of the TE report, ensuring a quality deliverable and adherence to the proposed timelines.
- The National Consultant to assess emerging trends with respect to regulatory frameworks, budget allocations, capacity building, and work with the Project Team in developing the TE itinerary, etc.

LIMITATIONS TO THE EVALUATION

As it occurs in most of these sorts of assessments, there can be a series of limitations and these can be exacerbated by the crisis situation related to the COVID-19 pandemic. Besides the characteristic evaluability issues such as access to inputs and constraints in terms of time and resources, with the COVID-19 pandemic there have been other limitations identified. For instance, in light of the pandemic, mission travel did not take place for the international consultant. Therefore, in order to mitigate whatever issues might arise in this sense, a national consultant was engaged and different access instruments were used (such as different tools for key interviews) to broaden stakeholder access, participation, and inputs at different levels. The national consultant did not only have to deal with the pandemic-related limitations, but also to

deal with security issues and a humanitarian crisis in some of the target regions. The above notwithstanding, the national consultant made every effort, and succeeded, in travelling to several Woredas, engage fruitfully with a robust number and type of stakeholders in Ethiopia, carry out direct observation and site visit in order to aid in the implementation of an evaluation with a participatory and collaborative approach.

ETHICS

Rights of stakeholders were respected throughout the whole of the evaluation process. In particular the right to anonymity of responses, and other ethical considerations were also abided by. The evaluation was conducted in accordance with the principles outlined in the United Nations Evaluation Group (UNEG) ‘Ethical Guidelines for Evaluations’. A code of conduct signed upon acceptance of the assignment is found in annexes.

STRUCTURE OF THE EVALUATION REPORT

This evaluation report is structured beginning with an executive summary, an introduction and an evaluation scope and methodology section. A second section contains an overall project description within a developmental context, including an account of the problems the project sought to address, as well as its initial objectives. Furthermore, indicators and main stakeholders involved in the projects are described, as well as what were the expected results. Essentially, this segment of the report deals with the design stage and design concept of the project. A third core section of this report deals fundamentally with the evaluation findings, analytically observing the results framework and its reform, as well as linkages with other projects and interventions in the sector. Furthermore, this segment also deals with findings relating to the actual implementation of the project, including strategic issues such as adaptive management and partnership agreements, and monitoring. This third section concludes with findings on project overall results and findings related to the criteria established for evaluations such as relevance, effectiveness and efficiency, ownership at the national level, mainstreaming and sustainability. A fourth core section of the present report entails overall conclusions as well as forward looking issues and recommendations. Lastly, an annex section includes project and evaluation support documentation.

3. PROJECT DESCRIPTION

PROJECT START AND DURATION, INCLUDING MILESTONES

The Project has had a planned implementation period of four years. Its planned start date was May 2017 and its planned end date is April 2022. Planned financing was as follows:³

FINANCING PLAN	
GEF Trust Fund	USD 10,239,450
UNDP in Cash	USD 500,000
(1) Total Budget administered by UNDP	USD 10,739,450
PARALLEL CO-FINANCING	
Government in kind	USD 14,465,431
(2) Total co-financing	USD 14,465,431
(3) Grand-Total Project Financing (1)+(2)	USD 25,204,881

The project has been implemented by the Federal Environment, Forest and Climate Change Commission⁴ in six regions and 12⁵ project woreda sites. Collectively these sites provide a representative sample of the agro - ecological conditions and typical land degradation and climate change issues in the country. It is a GEF – funded project and the GEF implementation agency is UNDP. The project is a “child” project of the Sub-Saharan Regional IAP Program funded by GEF and lead by IFAD (with number of GEF agencies involved at country level, such as UNDP in Ethiopia). Through this integrated approach pilot (IAP) program, the GEF is seeking to position the management of natural capital - land, soil, water, vegetation and genetic resources - as a priority in the transformation of the agriculture sector for food security in Sub-Saharan Africa.

At the time of design, 12 districts (Woredas) in six different regions of Ethiopia were selected for project implementation. The criteria for selecting such a large number of sites was substantiated by indicating that the country has diverse social and diverse topography that underlie different farming systems and local social and ecological environments and that Ethiopia’s ethnic-federal systems requires that projects at a national-level need to unfold between regions to ensure sharing of benefits. The chosen woredas at inception were:

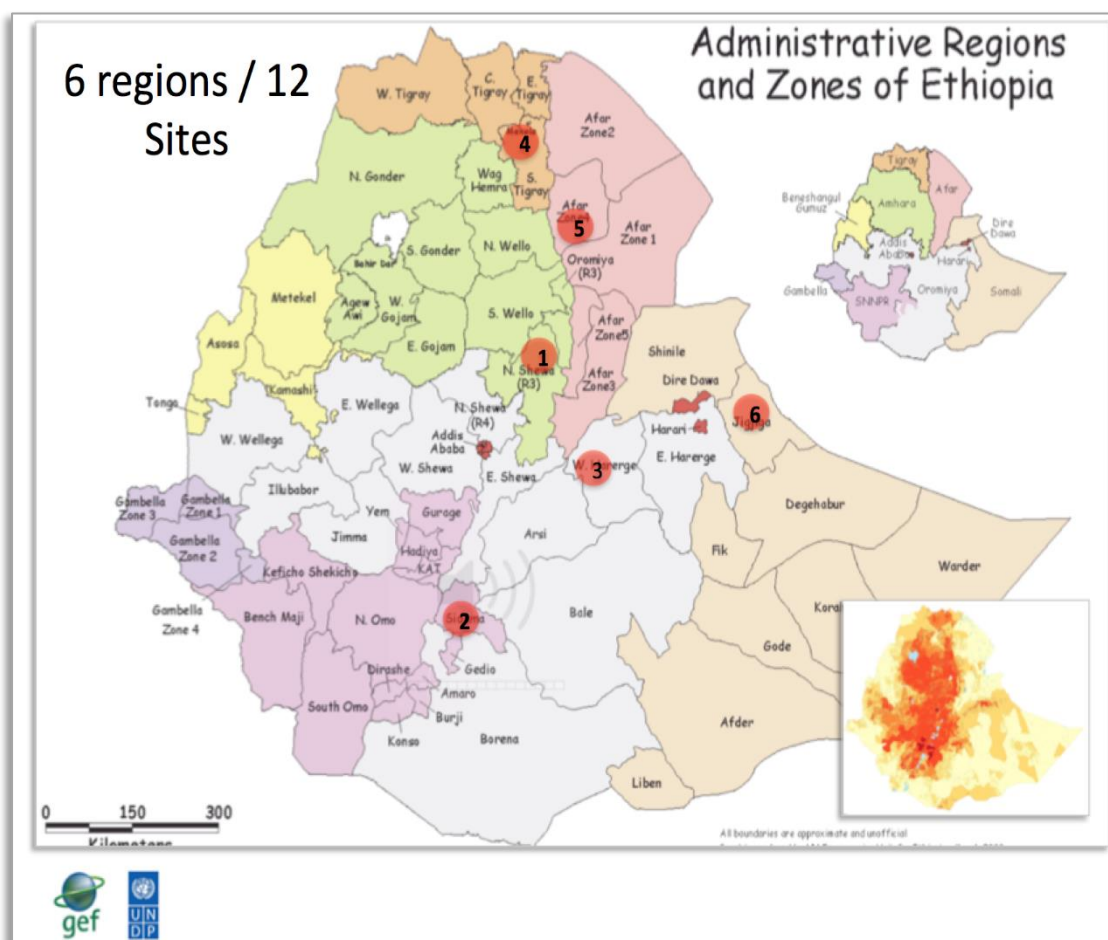
³ Actual funding and co – funding information is found in the implementation section of this report further along and in annexes.

⁴ At the time of design this was the Ministry of Environment, Forest and Climate Change.

⁵ As will be seen further along, the number of targeted areas has been reduced due to security reasons in several of the Woredas and sites where the project began working.

- ✚ Menz-Gera-Midir and Angolela-Tera Woredas (North Shewa Zone, Amhara Region)
- ✚ Boricha Woreda (Sidama zone) and Duguna Fango Woreda (Wolaita zone) (SNNP Region)
- ✚ Doba and Chiro Woredas (West Hararghe Zone, Oromiya Region)
- ✚ Raya Azebo Woreda (Southern zone) and Tanqua Abergele Woreda (Central Zone) (Tigray Region)
- ✚ Abala woreda (Zone 3) and Amibara woreda (Zone 1) (Afar Region)
- ✚ Gursum and Tuliguled woredas (Fafan Zone formerly Jigjiga Zone) (Somali Region)

Figure 1: Ethiopian administrative regions and zones with markers for project sites



DEVELOPMENT CONTEXT: ENVIRONMENTAL, SOCIO-ECONOMIC, INSTITUTIONAL, AND POLICY FACTORS RELEVANT TO THE PROJECT OBJECTIVE AND SCOPE

The project *Integrated Landscape Management to Enhance Food Security and Ecosystem Resilience in Ethiopia* is set within Ethiopia's developmental context that includes socio – economic, institutional and broad policy factors. The country is overall an agrarian economy and faces development challenges. Most of the population still relies on rain-fed production systems for food production and for generating income. Agriculture represents 40 percent of Gross Domestic Product while it employs 80 percent of the labour force while generating 90 percent of export earnings. Most agricultural activity occurs within small, subsistence-level farming systems and many households survive on less than a hectare each.

Food insecurity with average annual food production growth estimated 2.4 percent are also developmental factors. The estimated growth lags behind population growth of 2.8 percent per year. Major causes of food insecurity in Ethiopia include environmental degradation, deforestation, soil erosion, recurrent droughts and pressures caused by population growth. Across the country, environmental degradation has led to loss of production capacity, leaving crop cultivation and livestock husbandry struggling to withstand the immediate impacts of climate variability and associated floods and droughts.

PROBLEMS THAT THE PROJECT SOUGHT TO ADDRESS, THREATS AND BARRIERS TARGETED

There are both internal and external stressors and problems affecting resilience of food production systems. External stressors are identified as uncertainties caused by changing climate and impacts on the spatial and temporal pattern of rainfall, temperature increases, human (and livestock) population growth and movement, changes to production and market conditions. Internal stressors identified are continuing lack of income security faced by large sections of rural population. This is manifested through food insecurity, which can reveal itself at different times and in different contexts (such as daily, seasonal and annually for millions of smallholder farmers, agropastoral and pastoral producers).

The threats and barriers include, inter alia, low asset holdings and access to resources, inherent risk and variability in rainfall-driven systems, policy changes and other external factors. Landscape degradation in combination with knowledge gaps (as well as low capacity for applying existing knowledge) regarding how to respond to threats are the barriers to more sustainable and resilient farming practices. Farmers' vulnerability to this situation is aggravated by climate change impacts.

The most affected by these issues are women and the elderly due to their fewer assets and fewer assets shields. Furthermore, for women, these issues are exacerbated by gender roles that add multiple tasks in addition to food provision, such as water and fuel fetching and other productive and reproductive roles.

The project therefore has attempted to address complex human-natural system dimensions by identifying priority issues to target. These were identified as:

(i) tackling the weakening and vulnerable natural resource base in Ethiopia through measures that strengthen and support the sustainability of natural capital assets – land, water and forests – through restoration, or through reducing on-going resource-related pressures, particularly household demand for natural resources;

(ii) enhancing income security and the productive use of natural capital assets (including by farmers, pastoralists and people using natural capital for manufacturing); and

(iii) establishing pathways for alternative (non natural-resource based) livelihoods to reduce the potential impacts of further population growth on an already highly demand-stressed resource base and one subject to further shocks due to climate variability and change.

IMMEDIATE AND DEVELOPMENT OBJECTIVES OF THE PROJECT

The aim, therefore was to address the issues with their complexity and in an integrated manner, confronting not only environmental issues vis-à-vis food security but also socio – economic drivers. The immediate development and environment objective of the project has been: *“To enhance long-term sustainability and resilience of food production systems by addressing the environmental drivers of food insecurity in Ethiopia” (as a whole).”*

EXPECTED RESULTS

The expected results are framed on the use of integrated landscape management (ILM) to seek food production resilience in landscapes under pressure. ILM is defined as combining Integrated Natural Resources Management (INRM) with water- and climate-smart agriculture, value chain support and gender responsiveness. Therefore, the goal of the project is: *To enhance long-term sustainability and resilience of food production systems by addressing the environmental drivers of food insecurity in Ethiopia.*

The overarching focus is on integrated landscape management (ILM) to achieve food production resilience in landscapes under pressure. ILM combines land management choices and Integrated Natural Resources Management (INRM) with water- and climate-smart agriculture, value chain support and gender responsiveness

For this, project design identified three complimentary pathways to properly address the barriers/threats/stressors at a national scale. These were:


- effective multi-stakeholder platforms to support wider uptake of ILM approaches demonstrated by the project

- the scaling up of best practices and proven approaches and technologies, (at 12⁶ sites in 6 different regions with differing agro-ecological, socio-economic, cultural, etc. conditions)
- systematic monitoring, assessment, learning and knowledge management (generation, acquisition and sharing of knowledge and experience).


This in turn links to the approach where the following results were sought:

- put in place/test the institutional and policy mechanisms/frameworks needed at all levels (national, regional, local) for taking and applying the lessons and experiences that the project gains from site level to national scale.
- carry out in project sites the scaling up and better integration of existing INRM and other natural resource use best practices (smart climate- and water-smart agriculture packages, etc.), value adding and livelihood diversification, insurance mechanisms, energy efficiency, etc. in order to have a “whole system” impact – collectively defined as Integrated Landscape Management (ILM). The logic being that the whole has greater value than the individual parts (as each support and enhances the others).
- to monitor, research and document the key lessons and experiences gained so that they can be fed into the institutional and policy frameworks and efficiently replicated beyond the project sites at national scale (and through the IAP Program in wider SSA region).

The internal structural organization to meet the above expected results, engage through the given pathways through the specified approach gave rise to a project design with three Components and five expected Outcomes. These are indicated below:

 Component 1: Institutional frameworks for enhanced biodiversity and ecosystem goods and services within food production systems.

- Outcome 1.1 Multi-stakeholder and multi-scale platforms in support of integrated natural resources management in agricultural landscapes in place
- Outcome 1.2 Policies and incentives in place at national and local level to support smallholder agriculture and food value-chains: This will be achieved through the following outputs:

 Component 2: Scaling up the Integrated Landscape Management approach to achieve improved productivity of smallholder food production systems and innovative transformations to non-farm livelihoods.

⁶ As will be seen further along, the number of targeted areas has been reduced due to security reasons in several of the Woredas and sites where the project began working.

- Outcome 2.1: Increased land area and agro-ecosystems under Integrated Land Management and supporting significant biodiversity and the goods and services this provides
- Outcome 2.2: Increase in investment flows to integrated natural resources management:
- + Component 3: Knowledge Management, Learning, Monitoring and Assessment
 - Outcome 3.1: Capacity and institutions in place to monitor and assess resilience, food security and GEBs Outcome 2.1: Increased land area and agro-ecosystems under Integrated Land Management and supporting significant biodiversity and the goods and services this provides

MAIN STAKEHOLDERS: SUMMARY LIST

At the design level, a series of specific main stakeholder groups were identified. These were divided into principal institutional stakeholders and external (non-government) stakeholders. Furthermore, local actors were fully identified, stressing the importance the project has given to sub national implementation . These were, at the time of project development, as follows.

Stakeholder category ⁷
Ministry of Environment Forest and Climate Change (MEFCC)
Community members and groups of resource users and managers at local levels
NGOs, associations and other national and international agencies
Local universities in respective zone/regions related to the 12 pilot areas
Federal-, regional-, zonal- and woreda-level stakeholders
BoA, BoWE and BoEPLU of Oromia, Amhara, SNNP, Tigray, Afar and Somali Regional States
Zonal, Woreda Agricultural, Water and Energy and Environment Protection and Land Use Offices

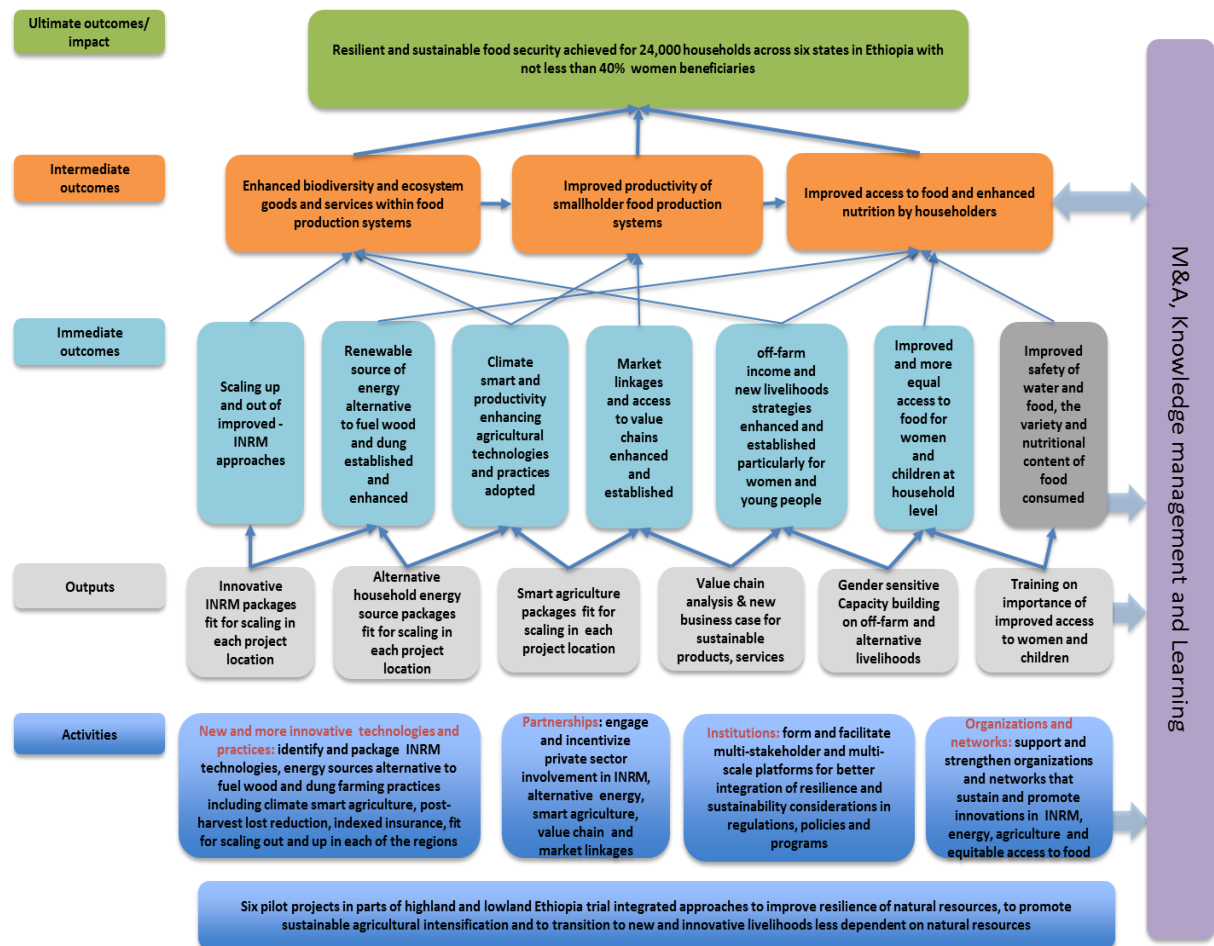
THEORY OF CHANGE

The project had an explicit Theory of Change. In it there are descriptions of ultimate outcome and impact, intermediate outcomes, immediate outcomes, outputs, activities. It is relevant to address the development challenge identified and it is based in evidence. The figure below is a graphic representation of the ToC. The project's theory of change (TOC) follows the three complimentary impact pathways described above, yet the objective per se is not included,

⁷ These are the stakeholders and institutional names present at design, several of them have changed throughout implementing period.

nor are there explicit causal pathways for long-term impacts, neither are there implicit and explicit assumptions.

Figure 2: Theory of Change (ToC)



The particulars of project design are found in the next section of this report where it specifically deals with project design (i.e. within chapter 4 – Findings, section Project Design/Formulation).

4. FINDINGS

4.1 PROJECT DESIGN/FORMULATION

ANALYSIS OF RESULTS FRAMEWORK: PROJECT LOGIC AND STRATEGY, INDICATORS

As all projects of this sort, a key aspect of its design is the inception log frame/results framework which includes project strategy and the intervention's logic as well as baseline and target indicators. The Project's logic at the design and formulation levels was fitting conceptually. The objective was clear and aligned with country priorities and country drive-ness as well as addressing root issues.

However, the resulting design as reflected in the Project Document was inconsistent with the definitions of the problem and resulted in a convoluted inconsistent design which was difficult to grasp and apply in the implementation stages.

In the first place, as indicated above, the project had a Theory of Change and although it missed some modules which are customary in a ToC (such as assumptions or specific causal pathways for impact), this planning instrument contained a number of key elements to conceptually guide what the project was meant to achieve and it is valid. However, there a number of incongruencies and asymmetries between the ToC and the results framework within the same Project Document. There are incongruencies not only on the number of expected achievements and outputs but also way they are supposed to be achieved (discrepancies between intermediate and immediate outcomes for instance).

Further analysis of the design indicates that what was considered a simple yet logical approach well defined approach to the issues at hand, became an uneven and unnecessarily complex articulation for implementation. It was understood by several analysis post design that the project would confront the problems, first, by a core factor whereby the application of practical Integrated Landscape Management activities in the field (watershed protection, reduction of fuelwood and dung demand for energy, diversification of both on farm and off farm livelihoods to increase resilience and food security) would be applied in order demonstrate the soundness and relevance of the ILM approach. Secondly the establishment of multistakeholder processes to anchor and promote these activities at the local and or sub-national level. And, lastly, an element to determine via concrete data what concrete effects and impacts can be captured, not only to prove the validity of ILM but also to foresee exchanges with other similar projects, replication as well as upscaling at the national and at the regional levels.

Yet, this strategy has been flawed by an unfriendly concrete implementation design that confused terms and therefore implementation processes. There is a confusion between what are considered outcomes overlapping with what are considered components. This lack of symmetry in terminology and –therefore–in expectations is not only present between the log frame and the ToC as indicated above, but also between the log frame and the supporting

narrative in the Project Document. This confusion perdures also at other levels where there is a lack of congruity between activities – outputs – outcomes.⁸

This project was designed using the Resilience, Adaptation Pathways and Transformation Assessment (RAPTA) approach. This RAPTA approach secured the conceptual basis for design, and to some degree the operative aspects derived from design. Components such as Stakeholder Engagement, Theory of Change, System Description and System Assessment were used by the Project Design team to frame the project's impact pathways and respond to the following questions that the GEF requested all Integrated Approach Pilot (IAP) child projects to answer: (i) Resilience of what? (ii) Resilience to what? (iii) What are the key characteristics/determinants in targeted systems? (iv) How is the project expected to influence key determinants? (v) How will the key determinants be monitored?.

The Food Security IAP piloted the RAPTA tool in Ethiopia. It has been found, however, that this tool is robust in its theoretical and conceptual content, yet not sufficiently practical nor applicable when applied in specific circumstances. Again, following this logic, although the RAPTA helped project designs in identifying integral solutions to food security issues, lower natural resource pressure, etc., they were extremely complex in other ways. For instance, overall, it was implemented relatively late in the overall Sub-Saharan Regional IAP Program planning and design process, it did not have attached to it the proper financing for being implemented properly, and it lacked proper robust menu of indicators specific enough to capture progress and effect. As will be seen below, indicators have been a key issue that has stained the design, implementation, and monitoring process of this project. When they were present at design, indicators were not robust enough to adequately capture progress towards achievement nor effect/impact.⁹ The indicators set up at design lacked clarity and proved to be confusing overall, particularly vis-à-vis other logical framework components.

When doing a SMART (Specific, Measurable, Attributable, Relevant, Time-bound/Timely/Trackable/Targeted) analysis of end of project target indicators, it can be said that they fulfil a few but not all of these parameters. They are relevant (R) since they aligned with the country's development framework and with and when they do exist they are time bound and targeted (T) given that they are expected to be achieved by the end of the intervention. However, baseline and target indicators were missing for some expected outcomes, therefore of course an analysis of non – existing indicators cannot be made. However, an issue that has not been identified in other analysis, is that several of the indicators are put forth as outcome or effect indicators but they are really product or process metrics that really do not fully capture effect/outcomes.

⁸ Other issues such as gender will be incorporated in the section dedicated specifically to gender mainstreaming.

⁹ This section deals strictly with design, adaptive changes implemented throughout project implementation are presented ahead in this report where implementation is analyses.

ASSUMPTIONS AND RISKS

Assumptions and risks were articulated in project planning documents.¹⁰ The stated assumptions and risks were logical and robust at the time, yet as will be seen in the appropriate sections further ahead, there were a number of externalities that evidently the project could not foresee but did in effect create a number of new and additional hazards for project implementation. In fact, there were two risks analysis, one within PIF with rankings of risk levels (ranked from medium to high) and corresponding planned mitigation measures, and second an assumptions and risks matrix contained within the Project Document. They are shown below.

Table 4: Risk Level and Mitigation Measures Matrix (Source: PIF)

Risk	Risk Level	Mitigation Measures
Slow project start up	High	As IAP is a model program, slow project implementation will hinder project achievements and scaling up. MOEF need to follow the project starting period as planned.
Limited capacity of project staff at all level	High	The project management staff need to be experienced in Integrated project management. UNDP in consultation with MOEF need to recruit competent project personnel.
The Integrated Food Security issues and related management activities may not be recognised by local communities.	Medium	Project's activities will include extensive engagement with local communities to identify opportunities relating to communities' needs and local knowledge.
Climate Change may affect the project expected outcome	Medium	The project should use the best practices of similar projects in the country on how to cope with climate change and enhance the resilience of the agro-ecosystem and the local communities.
Lack of coordination between key institutions implementing the project at the local level.	Medium	The project coordination and implementation arrangement need to be well designed during the project PPG.
Lack of cooperation between regional and national authorities for landscape-level approaches.	Medium	Regular communication channels and/or formal agreements (e.g. Memoranda of Understanding) will enhance cooperation between participating authorities.
Not inclusion of women	Medium	As women are the main producers in small holders agriculture, in order the program to achieve its target, inclusion of women and focussed support to Female Headed women is very important.

¹⁰ This section strictly deals with design. Although not relevant to design, project stakeholders indicate that they have updated project risks, particularly newly identified risks during the implementation period.

Table 5: Assumptions and Risks Matrix (Source: Project Document)

Assumptions and Risks
<ul style="list-style-type: none"> ▪ The ILM partnership provides sufficient coherence and common purpose to drive more effective planning, implementation and monitoring of climate change mitigation and adaptation actions and sustainable resource management
<ul style="list-style-type: none"> ▪ Wider socio-economic and environmental changes do not serve to affect capacities of communities and those working with them to transform their livelihoods, including better management of natural resource systems
<ul style="list-style-type: none"> ▪ No major conflict disrupting rural production systems in target sites. ▪ No major persistent rainfall anomaly between years leaving to upward trend in destitution
<ul style="list-style-type: none"> ▪ Willingness and capacity of institutions under the project to engage in collaboration through multi-stakeholder platforms ▪ Wider food insecurity, drought and natural disaster conditions do not preclude active institutional engagement in this component of the project
<ul style="list-style-type: none"> ▪ Capacity and willingness of institutions at all levels to engage in development of gender and age-sensitive DSTs and support participatory processes ▪ Continued focus on gender equality as a key condition for sustainable development
<ul style="list-style-type: none"> ▪ Continued policy focus on climate change and sustainable development outcomes ▪ Market systems in Ethiopia's different focus regions continue to develop and support farmer engagement in value chains ▪ Smallholder farming remains viable
<ul style="list-style-type: none"> ▪ Market conditions continue to favour farmer engagement in value chains
<ul style="list-style-type: none"> ▪ Sufficient interest amongst communities and local authorities to expand ILM activities and interest in maintaining biodiversity ▪ Major disasters do not preclude a focus on ILM by communities and local authorities ▪ Suitable options for diversification are identifiable and sustainable ▪ Agro-pastoralist communities are willing and able to engage in ILM activities ▪ Local authorities and other sources of information available to count numbers of households and willingness to share this information
<ul style="list-style-type: none"> ▪ Government and global policy environment continues to prioritize landscape management as an approach to achieving GEBs and food security ▪ Ethiopia remains a priority for investment in GEBs generation in SSA
<ul style="list-style-type: none"> ▪ Capacity to implement systems due to socio-economic and political conditions in 12 site woredas and six regions ▪ Technical and data systems sufficient to support robust monitoring ▪ Skills sets, local conditions and capacities exist to establish and execute monitoring across 12 woreda sites ▪ Acceptance of uptake and mainstreaming of key socio-economic and gender indicators by local authorities and other stakeholders in project development

LESSONS FROM OTHER RELEVANT PROJECTS (E.G. SAME FOCAL AREA) INCORPORATED INTO PROJECT DESIGN AND LINKAGES BETWEEN PROJECT AND OTHER INTERVENTIONS WITHIN THE SECTOR

As stated, this is a “child” project of the Sub-Saharan Regional IAP Program funded by GEF and led by IFAD. The Sub-Saharan Regional IAP Program supports twelve countries in Sub-Saharan Africa in integrating management of natural capital and ecosystem services into investments that aim to improve smallholder agriculture and food security. The implementation arrangements of the IAP Program intends to build on the existing baseline of programs and structures at national and regional levels and be implemented via a portfolio of 12 national “child” project. Therefore, from the very aim through which individual child projects of the IAP Program in creating regional cross-cutting support to capacity building and knowledge management services, lessons are incorporated not only at design but also at implementation. Although the Ethiopian project was one of the first to be implemented within this framework, and where the RAPTA methodology was basically piloted, it can be said that the development of this project builds upon the development of the concept of the IAP program.

The project design and planning documents also mention specific lessons and/or information from other relevant project which have been properly incorporated in project design. For instance, mention is made of using information and lessons from other GEF- funded UNDP-implemented projects as well as generating partnerships with the “Coping with Drought and Climate Change” intervention, the “Promoting Autonomous Adaptation at the Community level” project; the “Strengthening Climate Information and Early Warning Systems for climate resilient development and adaptation to climate change” project and the “Mainstreaming Incentives for Biodiversity Conservation in the Climate Resilient Green Economy Strategy Project”. Other initiatives from which the project aimed to learn from and incorporate lessons have been the African Agribusiness Supplier Development Programme (AASDP) supported by UNDP, the G8 Alliance for Food security and Nutrition.

Besides the above, the project indicates that it a number of extensive investments already ongoing in Ethiopia through government and bilateral donor support that are linked in some ways to the project. The main ones are:

- ✚ Climate-Resilient Green Economy.
- ✚ Sustainable Land Management (SLM) Phase II
- ✚ Productive Safety Net Programme (PSNP): The Productive Safety Net Programme (PSNP) in Ethiopia
- ✚ Growth and Transformation Plan–II (GTP-II)
- ✚ Disaster Risk Reduction and Livelihoods Recovery Programme (DRR/LR)
- ✚ Household Asset Programme (HABP)
- ✚ Mainstreaming Incentives for Biodiversity Conservation in the CRGE
- ✚ Promoting Autonomous Adaptation at the Community level

- ✚ Strengthening Climate Information and Early Warning Systems for Climate Resilient Development and Adaptation to Climate Change
- ✚ Climate Change and Environmental Sustainability: The Climate Change and Environmental Sustainability Project.
- ✚ Horn of Africa Initiative (HoAI) – sponsored by IGAD.

PLANNED STAKEHOLDER PARTICIPATION

From design onward the project has had a healthy inclusion of stakeholders in all aspects of the project, from consultations at design stage to implementation. Complete and broad stakeholder participation is one of the key positive aspects and successes of the *Integrated Landscape Management To Enhance Food Security And Resilience In Ethiopia Project*.

The perspectives of those who would be affected by project decisions, those who could affect the outcomes, and those who could contribute information or other resources to the process were amply supported to be included in design process. The Project Documents contains evidence that captures the broad levels of participation that took place at design. There were national level consultations and site visits to the six regions where the project operated to harness baseline information and inputs from regional and zonal government as well as from local farming communities.

4.2 PROJECT IMPLEMENTATION

ADAPTIVE MANAGEMENT (CHANGES TO THE PROJECT DESIGN AND PROJECT OUTPUTS DURING IMPLEMENTATION)

Adaptive management is defined as the project's ability to adapt to changes to the project design (project objective, outcomes, or outputs) during implementation resulting from: (a) original objectives that were not sufficiently articulated; (b) exogenous conditions that changed, due to which change was needed; (c) the project's restructuring because the original expectations were overambitious; or (d) the project's restructuring because of a lack of progress.

The Project's adaptive management was proactive and timely and pertinent with regard to several of the above facets of adaptation for implementation. The most salient ones are included here.

- *Adaptive management due to design weaknesses and unclear design.* The weaknesses of design and the challenges in implementation due to lack of clarity of several aspects contained in the Project Document were properly and proactively addressed by project staff by simplifying and streamlining areas of this document that not could be easily understood by local experts nor at the Woreda level. Project management simplified this document further clarifying confusing terminology, better defining what are outcomes/outputs etc., and how expected activities/outputs/outcomes needed to be sequence to obtain effects and eventually

impacts. With this latest clarification, project management not only improved activities description so that local level actors could follow the needed implementation steps and sequence of implementation, but also raised the capacity of Woreda – based persons in implementation. One of the processes by which the project tried to salvage these problems at the community level was by holding periodic meetings called “Activity Description and Review” fora where the processes and products expected to be achieved were explained and/or debated, forming further ownership at the local levels.

- *Adaptive management to correct results framework design issues.*

In part as a response to the mid-term review’s recommendations, the project carried out revisions and clarifications of Project Results Framework indicators (both baseline and target indicators). This not only included the revision of existing metrics, inclusion of clearer or quantifiable indicators where needed, but also approached the adaptive management procedures to move towards clearer language (as seen above) as well as to remove duplications presented in the original log frame. Regarding the indicators, for these were streamlined (not necessarily less indicators, since some global metrics were divided into different indicators to better capture effectiveness of the expected outputs and outcomes), specifically when they were unclear or when expected outputs were duplicated.

- *Adaptive management due to COVID-19 pandemic impact and restrictions.* The clearly unforeseen exogenous condition that changed many implementation aspects as well as other characteristics of the project has been the COVID-19 pandemic. Following the outbreak of the pandemic, the Ethiopian government imposed movement restrictions imposed to prevent wide spread of the virus. This has had impacts on several of the activities and products programmed by the project, including capacity building related activities and other field processes. The project very opportunely adopted a risk management approach. With this approach as background, the project decided which activities needed to be postponed and/or suspended to guarantee safety, but also reviewed and continued to apply and develop targeted activities and processes that could take place with safety measures imbedded in them. At the aggregate level, i.e. at project implementation levels, the project moved to online modality of whatever it was feasible to do in this manner (such as meetings) always taking into account the digital divide for several stakeholders which could not engage with this approach. Although of course the receptiveness and willingness to adopt safety measures varies greatly between sites due to their incorporation or not of safety procedures in their everyday life, the project has had success in adapting when it has been up to management to change modalities (areas to meet, moving indoor activities to open fields, reducing number of participants in order not to agglomerate). It has not been so successful when the measures entailed behavioural change and enticing the different persons involved in some of the sites to use COVID-related safeguards.

- *Adaptive management regarding Tigray conflict areas.* When the conflict in Tigray (in Ethiopia’s north and a target site – specific area of the project) escalated it was found that implementation in the affected Woredas was not possible for security reasons. Due to the conflict in the Tigray regions, therefore, work was stopped

in two of the targeted target woredas: Raya Zebo and Abergele districts. Furthermore, in the Afar region, Aba'ala woreda, the project is not operative because of the security issues since this Woreda is Tigray adjacent.

ACTUAL STAKEHOLDER PARTICIPATION AND PARTNERSHIP ARRANGEMENTS

As established in the Project Document and at inception, a broad framework for stakeholder analysis was carried out at design. The main partnership arrangements with relevant stakeholders to be involved was established. The implementation of project activities engaged with many key actors, fairly following the planned framework for stakeholder analysis.

This can be pointed to be one of the best practices of the project which continues to accrue beneficial results. Integrated approaches to stakeholder participation were set up at planning and were actually implemented throughout implementation process.

Actual stakeholder participation took place at design in the first place (particularly through engagement at the local level in the site visits that took place as part of the planning process). Furthermore, Project Management (not only at the national level but also through the local level staff, have had a very proactive engagement with many stakeholders, partners, beneficiaries. This has been very active and operative at the local level (for instance by engaged at the Woreda, Kabele, community watershed committees, water users associations, local land committees, women and youth groups, and individual households levels). Consultation with local level stakeholders, their participation, and engagement have engendered a series of precedents (such as ownership and country drive-ness) which have been very evident throughout implementation and demonstrated through the field site visits and local interviews for the current terminal evaluation process.

Engagement also took place at other levels and with other sorts of stakeholders. Evidently with the national government, but also through partnerships with other non-state actors such as universities, research centres, and non-governmental organizations (including faith – based institutions).

Stakeholder engagement was fostered also through governance structures. National-level project governance is composed of representatives of different government ministries and their regional counterparts. Governance structures at the local level has involved relevant local government council representatives and bureaux experts, community based organisations including representatives of farmers, women and youth associations, relevant private research institutes, private sector representatives and locally-operating non – governmental organizations.

Of course all of the above participatory processes have been hindered to a degree for nearly two years by displacement restrictions and gathering caps for in – person or hybrid assemblies. Furthermore, digital divide and intermittent internet and telephone access have also hampered the online approach.

There were what can be considered innovative approaches of stakeholder engagement within the Ethiopian context. For instance, the project launched a web-based integrated system accessible to all the key stakeholders at Woreda and national levels as well as a system for on ground data collection using available digital technology (tablets and mobile phones) that can upload geo-referenced data remotely to the system, and provide acquisition of suitable satellite data.

It must be pointed out that this is “child” project of the Sub-Saharan Regional IAP Program funded by GEF and lead by IFAD. Therefore, there is regional and global engagement with other similar projects and with IFAD. Within this context and even beyond there is multi-level contact and cooperation with FAO (not only regarding the regional programme, but also regarding other wide-ranging processes such as capacity building, technical aspects, tools for integrated landscape management, training, monitoring, etc.).

PROJECT FINANCE AND CO-FINANCE

The Project had a total planned project cost of USD 25,204,881. Planned GEF financing was to be USD 10,239,450. At the time of project start, the planned co – financing was to be provided by the following sources: UNDP (cash) USD 500 000 and Government (in-kind) USD 14,465,431.

Specific data broken down by each source is included in Annexes (see

Annex 6: Lists of Consulted Persons

National Level Consulted Persons

<i>Name</i>	<i>Organization</i>
Firenesh Mekuria	EFCCC
Abeba Mecha	EFCCC
Birara Cheklol	Project Management Unit
Belayed Kebede	Project Management Unit
Ato Dereje Zewdu	Project Management Unit
Berhanu Alemu	UNDP

Subnational Level Consulted Persons

Tsigereda Kebele, Anglalela Woreda

Name	Organization	Kebele
Model Farmers Focus Group Discussion Interview Participant List		
Tekilu Desta	Farmer	Tsigereda
Wolde Hana Degife	Farmer	Tsigereda
Kokebie Tekilu	Farmer	Tsigereda
Birikie Tesifaye	Farmer	Tsigereda
Destitatesofaye	Farmer	Tsigereda
Shewaye Deribie	Farmer	Tsigereda
Shiberie Mulat	Farmer	Tsigereda
Yirigedu Teshome	Farmer	Tsigereda
Tewabech Tekilu	Farmer	Tsigereda
Energy Saving Stoves Youth Group Discussion		
Hailemariam Amiha	Youth	Tsigereda
Tekile Tsadik Gebiru	Youth	Tsigereda
Tekilu Fetene	Youth	Tsigereda
Tsegaye Zebene	Youth	Tsigereda
Zewidu Tesifaye	Youth	Tsigereda
Gebire Aregay Fikadu and Friends Garment Productionm PLC Energy Saving Stoves Youth Group Discussion		
Gosa Bogale	Youth	Tsigereda
Tekile Tsadiq Mekonnen	Youth	Tsigereda
Fikadu Kebede	Youth	Tsigereda
Gebire Aregay Mulugeta	Youth	Tsigereda
Model Farmers Focus Group Discussion		
Abera Mola	Farmer	Godina Mamas
Dereje Mekonnen	Farmer	Godina Mamas
Solomon Mekonnen	Farmer	Godina Mamas
Zenebe Terefe	Farmer	Godina Mamas
Getinet Abera	Farmer	Godina Mamas
Tirunesh Tadesse	Farmer	Godina Mamas

Name	Organization	Kebele
Angolela Woreda Steering Committee		
Chacha Wubiye Kokebiena Friends Polutry Farmers Focus Group Discussion		
Gosa Bogale	Youth	Chacha
Tekile Tsadiq Mekonnen	Youth	Chacha
Fikadu Kebede	Youth	Chacha
Angolela Woreda Steering Committee		
Amare Tezazu	Agriculture Office Head	Chacha Town
Yirdanos Tekesite	Woreda Administrator	Chacha Town
Akeberegna Yemiru	Deputy Administrator	Chacha Town
Bekele Shifera	Vocational School Head	Chacha Town
Tibebu Kebede	Water and Energy Office Head	Chacha Town
Wondyiferaw Tesifaye	Livestock Office Head	Chacha Town
Aklilu Habite Giorgis	Women Children Affairs Office	Chacha Town

Fango Bijo, Dugna Fango Woreda

Name	Organization	Kebele
Model Farmers Focus Group Discussion Interview Participant List		
Janbo Mota	Farmer	Fango Bijo
Eyasu Fanjie	Farmer	Fango Bijo
Workineqsh Lorso	Farmer	Fango Bijo
Aribie Teferi	Farmer	Fango Bijo
Abebech Mota	Farmer	Fango Bijo
Papasie Daka	Farmer	Fango Bijo
Astier Fanta	Farmer	Fango Bijo
Silas Abota	Farmer	Fango Bijo
Worku Shukie	Farmer	Fango Bijo
Daniel Koboto	Farmer	Fango Bijo
Tesifaye Lieka	Farmer	Fango Bijo
Girma Gizaw	Farmer	Fango Bijo
Tksite Yaya	Farmer	Fango Bijo
Zerihun Data	Farmer	Fango Bijo
Model Farmer Individual Interview		
Kaleb Tigro	Farmer	Fango Bijo
Abebe Shudo	Development Agent	Fango Bijo
Model Farmers Focus Group Discussion, Fango Sore Kebele		
Siemon Toma	Youth	Fango Sorie
Gebirie Morka	Farmer	Fango Sorie
Gatiso Buqata	Farmer	Fango Sorie
Tsehayinesh Mita	Farmer	Fango Sorie
Bekele Bonja	Farmer	Fango Sorie
Woyish Melese	Farmer	Fango Sorie
Alemaz Gageb	Farmer	Fango Sorie
Aster Biramo	Farmer	Fango Sorie
Kaleb Asale	Farmer	Fango Sorie
Tomas Geraro	Farmer	Fango Sorie
Misrach Wale'a	Farmer	Fango Sorie

Name	Organization	Kebele
Project staff		
Dereje De’a	Project Coordinator	Dugna Fango
Tigatu Dana	Project Finance Officer	Dugna Fango
Dugna Fango Woreda Steering Committee		
Tesfahun Tadios	Woreda Administrator	Dugna Fango
Asefa Shanko	Agriculture Office Head	Dugna Fango
Tadelech Wolebo	Women Children Affairs Office	Dugna Fango
Yaekob Galaso	Trade and Marketing Office	Dugna Fango
Bonoza Boke	Cooperative Office	Dugna Fango
Asfadin Seta	Water and Energy Office Head	Dugna Fango
Elsa Elias	Livestock Office Head	Dugna Fango
Markos Ushula	Environmental Protection and Forest Office	Dugna Fango
Muluneh Seifu	Fonance Office	Dugna Fango

Doba Woreda

Name	Organization	Kebele
Women Self-help Group Focus Group Discussion Interview Participant List		
Saida Ebs	Farmer	Ifamaan
Kodo Aliyi	Farmer	Ifamaan
Nesira Belayineh	Farmer	Ifamaan
Hamida Jibril	Farmer	Ifamaan
Shemishi Ahmed	Farmer	Ifamaan
Halima Abdlie	Farmer	Ifamaan
Kimo Ebrahim	Farmer	Ifamaan
Saro Belayineh	Farmer	Ifamaan
Hawa Mohammed	Farmer	Ifamaan
Fatuma Mohammed	Farmer	Ifamaan
Kedija Amedie	Farmer	Ifamaan
Deyino Abidilie	Farmer	Ifamaan
Fatie Mumie	Farmer	Ifamaan
Deyineba Mohammed	Farmer	Ifamaan
Model Farmers Group Discussion participant list		
Adem Ahmed	Farmer	Ifamaan
Hassen Mohammed	Farmer	Ifamaan
Tadelech Tessema	Farmer	Ifamaan
Hassen Ahmed	Farmer	Ifamaan

Name	Organization	Kebele
Cheli Qeneni	Project Coordinator	Doba Woreda
Fikadu Worku	Project Finance Officer	Doba woreda
Doba Woreda Steering Committee		
Abdulahi Ameer	Woreda Administrator	Doba woreda
Jemal Ameen	Vice Administrator	Doba woreda
Dereje Tamirat	Agriculture Office Head	Doba woreda
Dabiya Mussa	Women Children Affairs Office	Doba woreda
Shemisedin Abdukerim	Cooperative Office	Doba woreda
Mussa Mohammed	Water and Energy Office Head	Doba woreda
Ahmed Abus	Livestock Office Head	Doba woreda
Ziyad Ali	Environmental Protection and Forest Office	Doba woreda
Bogale Mebiratu	Finance Office	Doba woreda
Doba Woreda Technic Committee group discussion		
Deraratu Mohammed	Finance and Chair	Doba woreda
Shigutie Getachew	Secretary / Micro and Small Enterprise Office	Doba woreda
Tadese Yismashoe	Member / Cooperative Office	Doba woreda
Yitbarek Leulseged	Member/ Irrigation Office	Doba woreda
Dagnachew Amare	Member/ Agriculture Office	Doba woreda
Solomon Tesema	Member/ Livestock Resource Development Office	Doba woreda

Interview Participants list, Gursum Woreda, Somali Region

Name	Organization	Kebele
Model Farmers Group Discussion participant list		
Ferdawaas Maileen Muhummet	Farmer	Fafen
Reshid Abdi Yesuf	Farmer	Fafen
Development Agent Individual Interview		
Kedir Hassen	Development Agent	Degehalie
Ahmed Ali	Project Coordinator	Gursum

Interview Participants list, Tuliguled Woreda, Somali Region

Name	Organization	Woreda/ Kebele
Project Coordinator individual Interview		
Abdi Mohammed	Project Coordinator	Tuliguled woreda
Abdi Keyiet	Agriculture Office NRM Expert	Tuliguled woreda
Model Farmers Ground Interview participants		
Mohammed Abdi	Farmer	Gebegebo Kebele
Hassen Sheik Abdi	Farmer	Gebegebo Kebele
Mustefa Abdela	Farmer	Gebegebo Kebele
Fardewaas Ali	Farmer	Gebegebo Kebele
Abishier Abdi Ibrahim	Farmer	Gebegebo Kebele
Ahmed Ousman Ali	Farmer	Gebegebo Kebele
Felier Sherif	Farmer	Gebegebo Kebele
Fatuman Ahmed	Farmer	Gebegebo Kebele
Project Staff Group Interview, Angolela Tera Woreda		
Belayineh Melak	Project Coordinator	Angolela Tera woreda
Sisay Feleke	Project Finance officer	Angolela Tera woreda

). The final co – financing from Government at the time of this evaluation was 94 percent of planned co – financing at design while UNDP co – financing at the time of this evaluation reached its complete goal.

Table 6: Financing Table (US\$m)

Co-financing (type/source)	UNDP financing		Government		Partner Agency		Total	
	Planned	Actual	Planned	Actual	Planned	and Actual	Planned	Actual
Totals	500,000	500,000	14,465,431	13,594,071	10,239,450		25,204,881	24,833,521

Table 7: Confirmed Sources of Co-Financing at TE Stage (as reported by UNDP)

Sources of Co-Financing	Name of Co financier	Type of Co- financing	Investment Mobilized	Amount (US\$)
<i>Select one:</i> <ul style="list-style-type: none"> • GEF Agency • Donor Agency • Recipient Country Gov't • Private Sector • Civil Society Organization • Beneficiaries • Other 		<i>Select one:</i> <ul style="list-style-type: none"> • Grant • Loan • Equity Investment • Public Investment • Guarantee • In-Kind • Other 	<i>Select one:</i> <ul style="list-style-type: none"> • Investment mobilized* • Recurrent expenditure** 	
GEF Agency		Grant	Recurrent Expenditure	10,239,450
UNDP		Grant	Recurrent Expenditure	500,000
Recipient country Government	12 district level governments and national level	In kind	Recurrent Expenditure	3,005,578
Beneficiaries	12 district project beneficiaries	In kind	Recurrent Expenditure	10,588,493
Total Co-Financing				

**Investment Mobilized means Co-Financing that excludes recurrent expenditures (Different governments, companies and organizations may use different terms to refer to "recurrent expenditures", such as "current expenditures" or "operational/ operating expenditures").¹¹*

***Recurrent expenditures can generally be understood as routine budgetary expenditures that fund the year-to-year core operations of the entity (they are often referred to as 'running costs' - they do not result in the creation or acquisition of fixed assets). They would include wages, salaries and supplements for core staff; purchases of goods and services required for core operations; and/or depreciation expenses. Some of the typical government co-financing we have previously included (such as routine budgetary expenses for Ministry of Environment operations) will no longer meet this new definition of investment mobilized for these specific countries.¹²¹³*

¹¹ GEF Guidelines on Co-financing and Policy on Co-financing <https://www.thegef.org/documents/co-financing>

¹² ibid

¹³ Specific, Measurable, Attributable, Relevant, Time-bound/Timely/Trackable/Targeted

Regarding financial management, project undergoes periodic mandated audits. There have been some questionings regarding project finance from stakeholders within the project and those closely associated with it. For instance, there have been a number of questionings to the financial framework established since it was deemed by several stakeholders as not proper for what the project was trying to achieving (specific matters that were questioned or criticised were the lack of mobility possibilities since according to some stakeholders there were not sufficient vehicles nor other means of transportation budgeted for; and several stakeholders questioned the low salary and low incentive levels paid out by the project).

Related to project finance, several stakeholders that procurement not only has been complex and tardy for delivery but that it also in some cases lacks transparency at the local levels. Furthermore, at the local level --due to scarcity of resources and donor dependency--there has been a confusion as to what the project supports (i.e. additionality) and what are regular and recurring governmental costs that the local administrations should bear. To deal with these matters, project has placed financial management and coordination such as at the regional level when the Woredas cannot deal with these matters within the guidelines of a project such as this.

MONITORING & EVALUATION: DESIGN AT ENTRY (), IMPLEMENTATION (*), AND OVERALL ASSESSMENT OF M&E (*)*

Imbedded in design there was a Monitoring and Assessment section. Although no specific plan was rooted in planning documents, the Project Document indicates that project-level monitoring and assessment would be undertaken in compliance with UNDP requirements as outlined in the UNDP POPP and UNDP Evaluation Policy, and that mandated GEF-specific monitoring and evaluation requirements would also be undertaken in accordance with the donor's policies in this aspect. However, several specific components are defined to take place such as inception workshop, mid-term review, project implementation reports (PIRs), and terminal evaluation process (i.e., the process that gives rise to this report). However the monitoring and assessment plan is not totally focused and confuses to some degree what is to be M&E in these processes with monitoring or underwriting outcomes (such as Outcome 4) and includes other matters such as knowledge management products in the M&E plan and the budgeting to support monitoring. Therefore, for M&E design at entry the ranking is *Moderately Satisfactory (MS)*.

Although this misperception on how an M&E plan is to be shaped, the actual implementation of overall monitoring and evaluation took place in acceptable and suitable terms. Again, although the project in order to carry out its monitoring process had to adapt to and eventually change indicators due to the convoluted manner in which they were presented in design and planning documents¹⁴ as well as having several of them lacking the capacity to fully capture progress and effects, it did manage to exercise monitoring processes.

¹⁴ This matter is taken up in detail in several other sections of the report, particularly in the section on adaptive management.

For instance, the PIRs generated (for the years 2021, 2020, 2019 and 2018) were of good quality, compliant with progress and financial reporting requisites and timely. The quality of PIRs is also to some extent based on the quality of the baseline and target indicators (including mid-term target indicators). After the log frame was adjusted, the PIR (i.e. for 2021) captured better change and therefore be more effective. Gender disaggregated data was included in the different monitoring processes that took place throughout implementation.

The Project commissioned an independent external mid-term review in a timely manner. It also used its findings and recommendations for adaptive management. Therefore, feedback between this monitoring tool as well as other similar instruments (PIRs, etc) provided information that was properly used to improve and adapt project performance.

The implementation of the Monitoring and Evaluation plan was properly and timely followed, with the exception of the generation of a project terminal report by the Project Team. Although it is understood that the present document (i.e. this terminal evaluation report) would fulfil some of the functions of the terminal report, if produced this report would have fulfilled not only its monitoring intents but served as a communication and visibility tool, and even as a knowledge management product.

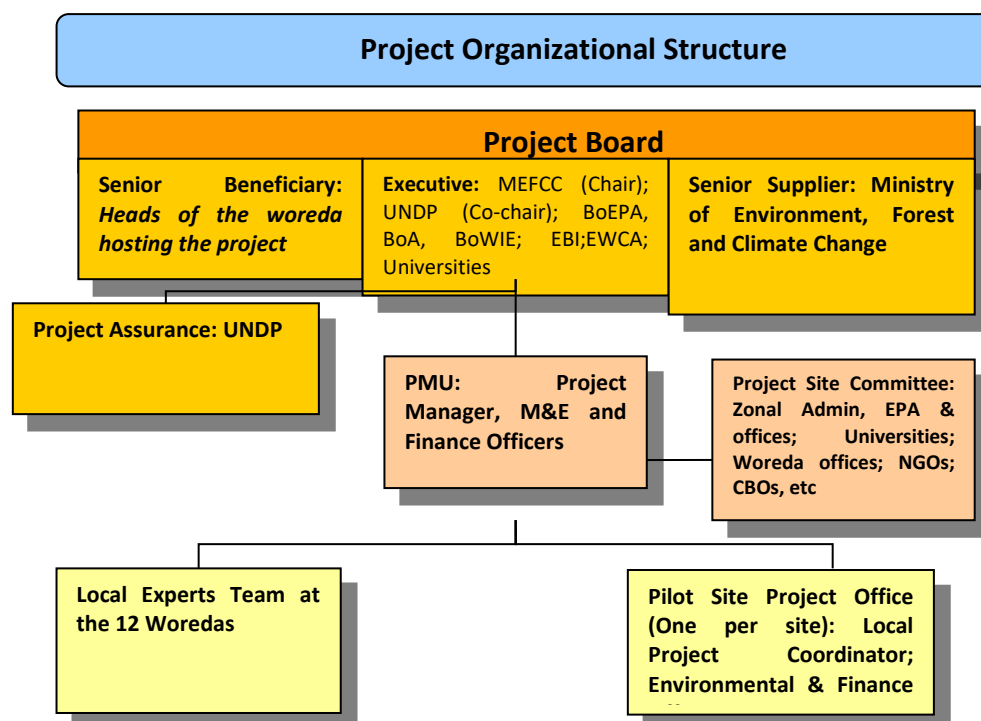
The Project carried out a number of activities that are not considered monitoring and evaluation procedures according to UNDP guidance and proposals, but they understand they are as such. These are, inter alia as perceived by project management, monitoring and technical support, continued reporting, experiences sharing forums and visits; should have get enough space.

Therefore, the achievement of the monitoring plan at implementation is considered to have been *Satisfactory (S)* since there were shortcomings, mainly due to tardy adjustment of indicators and tallying project generated outputs as monitoring processes. A composite ranking that considers monitoring and evaluation design at entry together with the M & E plan's implementation for the overall quality of M&E is *Moderately Satisfactory (MS)*.

UNDP IMPLEMENTATION/OVERSIGHT () AND IMPLEMENTING PARTNER EXECUTION (*), OVERALL PROJECT IMPLEMENTATION/EXECUTION (*), COORDINATION, AND OPERATIONAL ISSUES*

The Project Document sets up coordination and operational structures as well as proposed management arrangements. This is a National Implementation Modality. The use of this modality has fostered a fair degree of ownership and country drive-ness, both at the national and at the sub – national levels.

The Implementing Partner is the Environment, Forest and Climate Change Commission (EFCCC) of the national Government of Ethiopia. The Implementing Partner has overall responsibility and is accountable for managing this project. Management arrangements and project organizational structures were as follows:



The management arrangements and oversight structure were fairly standard for this sort of intervention. The project organizational structure contains a very strong basis at the local level with local expert teams in the 12 Woredas¹⁵, pilot site project offices (one at each site) with local project coordination staff. There was therefore direct implementation work decentralised with the local level, avoiding intermediaries as much as possible and therefore engaging directly with the local beneficiaries and local structures. The local project site committees as well as the different local beneficiaries also secure local leadership and ownership. This has been corroborated by direct observation and interviews throughout this terminal evaluation process.

The governance framework includes the Project Steering Committee which functions at the national level providing general leadership; and it also includes the 12 district-level steering and technical committees which function in all implementing districts and are generally responsible for community level project activities at the community level. This multi-layered governance reinforces coordination and engagement of the diversity of stakeholders involved in the project as well as mutual technical support, coherence and information exchange across all three governance levels.

The quality of UNDP Implementation/Oversight has been *Satisfactory (S)*. UNDP delivered effectively on activities related to project identification, concept preparation, appraisal,

¹⁵ As will be seen further along, the number of targeted areas has been reduced due to security reasons in several of the Woredas and sites where the project began working.

preparation of detailed proposal, approval oversight, supervision, completion and evaluation. There were some issues with start-up, since this initiation process was initially slow and the inception phase was not thoroughly used to make the adjustment necessities (to indicators, to log frame, etc.) and adjusting whatever was needed at the time to have an initial annual work plan that would have the project running immediately after signature. However, due to the lack of a fully operational project management unit, UNDP was dynamic in fulfilling some of the roles that the management unit would have had at that moment. Procurement processes have been a challenge for the project. There is candour and realism in annual reporting, emphasizing monitoring role that UNDP has had (as expressed in the PIRs) both at the Country Office level and at the regional level (RTA).

The Implementing Partner's execution has also been *Satisfactory (S)*. Whatever was in their execution domain has been performed adequately for the most part. However this assessment regarding the IP must be taken cautiously given that many of the processes and duties in execution that are normally under the domain of an IP in this case were decentralised and taken over by strategy through Woredas, sites, and pilots. Nonetheless, the duties were performed satisfactorily but with some shortcomings. The leadership role and the effective management of the project's day-to-day activities were impaired to some degree by the high rotation of personnel and staff, steering committee members turn over and re assignments. This proved to be challenge since every time these turnovers took place there was a need to raise awareness, and induct the new person(s). There were also other issues such as the protracted procurement cycles. Stakeholders and beneficiaries (public, private, consultants, etc.) have indicated that the convoluted multi-layered procurement delayed delivery and hindered a more efficient approach to the execution. The work of the project management personnel was also very much results-oriented and striving to achieve objectives. Furthermore, the active responsiveness of the persons involved (and within project management) has been positively valued by stakeholders and beneficiaries.

Therefore, as an amalgamated review, the global quality of implementation and execution, of the executing agencies as well as the quality execution of implementing agencies is *Satisfactory (S)* since –overall-- a few shortcomings were identified throughout the implementation process as a whole.

RISK MANAGEMENT, INCLUDING SOCIAL AND ENVIRONMENTAL STANDARDS (SAFEGUARDS)

UNDP's Social and Environmental Standards (SES) screening was carried out at design so that project programming would maximize social and environmental opportunities and benefits. Also, this analysis was carried out for ensuring that adverse social and environmental risks and impacts would be avoided, minimized, mitigated and managed. The overall Project risk categorization was Low given that all potential risks were identified in that manner (i.e. as low).

The checklist for potential social and environmental risks did, however, identify several. These are within the principles dealing with human rights, and with environmental sustainability.

In the latter within the specific standard-related questions regarding biodiversity conservation and sustainable natural resource management.

Figure 3: Checklist Potential Social and Environmental Risks (Source: SESP/ProDoc)

Checklist Potential Social and Environmental Risks	
Principles 1: Human Rights	Answer (Yes/No)
2. Is there a likelihood that the Project would have inequitable or discriminatory adverse impacts on affected populations, particularly people living in poverty or marginalized or excluded individuals or groups? ¹⁶	Yes
5. Are there measures or mechanisms in place to respond to local community grievances?	Yes
6. Is there a risk that duty-bearers do not have the capacity to meet their obligations in the Project?	Yes
7. Is there a risk that rights-holders do not have the capacity to claim their rights?	Yes
Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management	
1.9 Does the Project involve utilization of genetic resources? (e.g. collection and/or harvesting, commercial development)	Yes

Although PIRs indicate that they do SESP follow up, for instance the 2021 PIR, neither new social and/or environmental risks nor increased severity of risks have been identified during the reporting period. However, in reality there are several key risks identified in the pertinent reporting period as well as in previous ones. These are the COVID-19 pandemic, the upscaling armed conflict and associated social conflict, and other risks and issues such as locust situation. Although the project does identify them as risks and hazards to implementation and sustainability of achievements, it does not do so within the risk identification and management safeguards context of SESP.

Regarding risk management outside the SESP framework, the project reports that ATLAS risk register also observes civil unrest as a moderate risk. For instance, it indicates that risk is due to conflict between the federal government and TPLF that affects project implementation in two woredas of the Tigray region and movements to another woreda project sites.¹⁷ Again, although this risk is identified it is not within the SESP analysis nor management context.

¹⁶ Prohibited grounds of discrimination include race, ethnicity, gender, age, language, disability, sexual orientation, religion, political or other opinion, national or social or geographical origin, property, birth or other status including as an indigenous person or as a member of a minority. References to “women and men” or similar is understood to include women and men, boys and girls, and other groups discriminated against based on their gender identities, such as transgender people and transsexuals.

¹⁷ When this report was being developed this issue has been further emphasized as a problem since the unrest and armed conflict had already escalated and even expanded to the vicinity of Addis Ababa while a nation-wide state of emergency was declared.

4.3 PROJECT RESULTS AND IMPACTS

PROGRESS TOWARDS OBJECTIVE AND EXPECTED OUTCOMES ()*

The *Integrated Landscape Management to Enhance Food Security and Ecosystem Resilience in Ethiopia* project met and achieved nearly all its anticipated outputs and outcomes up to this closing stage (identifying that actual closing is a few months after this evaluation, i.e. April 2022). A few of the processes are still ongoing, yet the metrics (end-of-project achievement indicators) point to a great degree of attainment of outcomes at the output and at the outcome levels. In the next chart specifics of achievements are indicated as reported by the project.

Table 8: Achieved cumulative progress since project start¹⁸

Objective: To enhance long-term sustainability and resilience of the food production systems by addressing the environmental drivers of food insecurity in Ethiopia

- ✚ Number of new partnership mechanisms with funding for sustainable management solutions of natural resources, ecosystem services:
 - Over 100% of the target have been achieved.¹⁹
 - Fourteen developed partnership mechanisms working actively: 1(one) at federal level, 12 (twelve) at district levels (One at each project districts) and 1(one)partnership with six universities and research institutions.²⁰
 - Federal level: project established partnerships with different institutions such as the Ministry of Agriculture, Ministry of Water, Irrigation and Energy, Ethiopia Bio-diversity Institute, National Meteorology Agency and Wildlife Conservation Authority and Ministry of Finance.
 - Regional Level: project has approached this level by engaging regional state decision makers in several aspects such as monitoring and technical support to enhance stakeholder and resource integration.

¹⁸ The main source for this chart is the project's last monitoring exercise as reflected in the 2021 PIR. This is an achievement chart with narrative, in annexes a more basic chart is found whether achievements were made comparing baseline with target indicators.

¹⁹ When achievements are expressed as such, it is an explicit comparison against baseline.

²⁰ As seen in the following sections, project reports changes that it has observed as a result of the applications of all these mechanisms, in terms of addressing the environmental drivers of food insecurity in Ethiopia. Some are direct changes captured as such, others are proxy indications. Below in the narrative all of these are reported. Some are: 60,333 people engaged in on farm and off farm livelihood related jobs in the 12 districts; agricultural value chains fostered; climate smart integrated nutrition sensitive agriculture 127,469 households [HHs] (72,931 M, 54,538F) supported by training on different climate smart agriculture systems; small scale irrigation pilots, etc. For full information refer to Table 8.

- District level: at the woreda level there have been enhanced partnerships with offices of Agriculture, Gender and youth, Cooperative's promotion, Small and Micro enterprise development offices, Water and irrigation development, Finance, Education.
- Partnership with Universities/Research Centres: partnerships have been created with six universities and one agriculture research centre (Haromaya University; Debrebirhan University; Mekele University; Hawassa University; Wolaita-Sodo University; Jigjiga University, and Melka-Worer Agricultural Research Centre). These institutions have been working with the project in research on soil carbon, plants adaptation to different climate settings, livestock production, adoption of alternative technologies to deal with land degradation, integrated watershed management, land rehabilitation. These research activities are complemented by technical support and backstopping at the Woreda levels.

✚ Number of livelihoods created through management of natural resources, ecosystem services, disaggregated by sex:

- 60,333 people engaged in on farm and off farm livelihood related jobs in the 12 districts which shows 126% achievement from the target 48,0000. A total amount of Ethiopian Birr (ETB) 108,321,692 income has been generated from on-farm and off-farm income generation activities through the support of the project. Major income generation packages have been thus far as follows.
- Agricultural value chains including dairy, shoat, vegetable, maize/haricot bean/ground nut and fish, poultry, sheep producing. Supported included capacity building exercises in the following areas: improved seeds and animal breed; facilitation of market opportunities; business to business linkages; strengthening cooperative unions. relation to this sheep producers' cooperatives union has been organized and being functional, with a value chain development generation of ETB 57,071,730.00 thus far.
- Climate smart integrated nutrition sensitive agriculture 127,469 households [HHs] (72,931 M, 54,538F) supported by training on different climate smart agriculture systems such as: improved cropping practices, improved livestock practices, improved natural resource management alternative energy and innovative green technology such as solar energy development for home based utilities and irrigation water pumps.
- Small scale irrigation: project supported 12,009 HHs to get access to small scale irrigation and generated a total of ETB 13,995,006.00 by the beneficiaries.
- Total of 176 SHGs (self-help groups) are organized and 101 of them are linked to local financial institutions for further business management and financial support.
- Through women's empowerment approach by enhancing their leadership role in the SHGs, more than 420 women are in leadership positions in these SHGs and more than 69% of the members are women. A total income of ETB 10,290,156 has been generated from off-farm activities by SHG.

Number of direct project beneficiaries.

- 238,074 HHs (134,165 M & 103,909F) benefited by the project which implies that 99% of the target goal of number beneficiaries benefited through integrated landscape management practices. In terms of reaching women beneficiaries, 44% of beneficiaries are women as against the target of 50%.
- The number of communities where the project is working has reached 61 and addressed 122,622 ha farm and communal land by applying improved and Integrated landscape management practices (through agricultural inputs and technologies and extension service aiming to improve agricultural productivity and therefore enhance livelihoods).

Extent of land productivity of project sites (measured with the Normalized Difference Vegetation Index (NDVI) increased

- Since baseline, low productivity area (NDVI below 0.3) decreased (78% baseline, 67% at Q2 2021) and higher productivity (NDVI from 0.3 to 1) has increased (from 22 to 33%). Target achieved.

Beneficiary HHs have reduced Food security risks

- 238,074 HHs (134,165 M & 103,909F) benefited by the project through processes promoting diversified agricultural production including application of nutritional dense crop varieties, inclusion of multipurpose agro forestry plants species (pigeon pea), improved livestock production, poultry, beekeeping, inter cropping, alley cropping, etc. and through the off-farm activities.
- Project benefited 12,009hhs (7,446M and 4,563W) with small scale irrigation and developed 3046ha of land (schemes such as small household ponds, community ponds, shallow wells, springs, and stream diversions).
- 99% of the target achieved.




Outcome 1





Outcome 1.1: Multi-stakeholder and multi-scale platforms in support of integrated natural resources management in agricultural landscapes in place

Outcome 1.2: Incentives mechanisms and infrastructures in place at national and local levels to support smallholder agriculture and sustainable food production

Number of multi-stakeholder and multi-scale platforms in place to support integration of natural resources management in food production practices [including gender dis-aggregated data on participation]

- This section/indicator measures closely the same as the first section of objective indicators (see above). Fully achieved and over achieved in some cases.
- Refined reporting indicates that technical committees, gender teams, community watershed committees, functional decision-making multi-stakeholders' platforms, district committees have functionally strengthened.

<ul style="list-style-type: none"> Project also supported 36 school clubs with a total of 1489 members (M 791, F 698) in twelve districts and practical training has taken place. Project provided inputs and farm tools. In addition, the project has provided essential inputs and farm tools to environmental school clubs (1620 farm tools and 41,000 tree and fruit seedlings distributed to 36 schools)
<p> Number of gender-responsive- & age-sensitive decision-support tools and participatory processes for INRM in food production practices in place</p> <ul style="list-style-type: none"> Target achieved. Two gender responsive/age-sensitive decision support tools developed and applied; 16 gender mainstreaming action plans prepared at woreda sector offices; a gender mainstreaming training manual developed and piloted, capacity building provided –from national level to the 12 target areas--; decision support tools applied in eight project districts.
<p> Number of functional agricultural value chains developed as an incentive mechanism for smallholder farmers to adapt climate change effects</p> <ul style="list-style-type: none"> Target achieved. Eight agricultural and husbandry value chains with continuous support (backed in partnerships and associative links, connection with market, business development, provision of improved seeds/inputs, etc.): value chains in sheep fattening; maize and haricot beans; ground nut; fish and poultry; vegetable (onion); wheat ; goat/ beef fattening. For haricot bean improved seeds led to improved production by 30-45% per hectare of land; onion improved seeds and local infrastructure development (bulking centre) led to a 45% increase in production by applying improved quality control and a farm price increase of over 57% due to the quality improvement and bulk supply; dairy and cattle value chain activities led to increased income.
<p> Number of smallholder farmers (60% of whom should be women) benefiting from sustainable food value-chains</p> <ul style="list-style-type: none"> Overachieved. 11,162 HHs(6296 M and 4876 F) benefited from value chain development
<p>Outcome 2</p> <p>Outcome 2.1: Increased land area and Agro-ecosystems under Integrated Land Management and supporting significant biodiversity and the goods and services this provides</p> <p>Outcome 2.2: Increase in investment flows to INRM</p>
<p> Extent in ha of land and Agro-ecosystems under Integrated Land Management [included gender disaggregated data on land ownership / engagement in diversification / MHH and FHH requiring food assistance]</p> <ul style="list-style-type: none"> Target achieved. The project has addressed 122,622ha land by integrated landscape management practices/technologies, including water and soil conservation practices, closure of degraded areas and plantation of multipurpose plant species, soil fertility management practices, and plantation of tree seedlings in hillsides and communal lands, road and gully watersheds' sides, producing and planting 65.6 million seedlings in 18,952 hectares of land.

<ul style="list-style-type: none"> Furthermore, 113,940.9 ha of land have been addressed through diversified production system through the provision of several improved technologies including seeds, seedlings, and other agricultural technologies. It is expected that these practices will reduce GHG emissions (i.e. GEBs) 5483.7 ha of Agro-pastoral land reclaimed, managed and improved under integrated land management technologies.
<p> Amount of financial resources (\$) invested in Integrated and Sustainable Land Management at woreda/ landscape level</p> <ul style="list-style-type: none"> On track. Financial resources mobilized and invested at four districts as a result of the project's efforts to enhance investment options from private sector types. Supported by baseline studies commissioned by the project.
<p>Outcome 3: Capacity and institutions in place to monitor and assess resilience, food security and GEBs (Global Environmental Benefits)</p>
<p> Improved score (%) in capacity of institutions to monitor ecosystem resilience and GEBs [as measured by UNDP Capacity Scorecard]</p> <ul style="list-style-type: none"> In all six regions project has server machines, able to access applicable software and provided with technical GIS trainings to monitor changes. In addition, all the project woredas except two in Tigray and one in Afar close to Tigray, have been provided with applicable materials to provide online reports through the established system.
<p> Integrated web-based and GIS embedded information management system (IWB&GE-IMS) for ecosystem services monitoring developed and being functional by year five</p> <ul style="list-style-type: none"> Target achieved. Capacity in all 12 districts, 6 regions and the federal environment, forest and climate change commission to monitor environmental indicator is increased by more than 50% by introducing the Integrated web-based GIS embedded IMS which was developed and functional. Training provided for nine of the districts, with these already inputting data, and monitoring land productivity, land use and land cover (NDVI) through satellite imagery.²¹ In all districts equipment has been distributed and internet infrastructure has been facilitated.
<p> Number of gender-responsive systems/ initiatives in place to monitor multi-scale ecosystem resilience, food security and GEBs at national and landscape levels sites</p>

²¹ Although this is an output being analysed and not an outcome indicator, Project reports that the capacity of all the 12 districts, 6 regions and the federal environment, forest and climate change commission to monitor environmental indicator is increased by more than 50 percent by introducing the Integrated web-based GIS embedded IMS, linking the Federal Environment Forest and climate change commission to 12 districts. Additionally, land productivity of the project has been monitored, processed and analysed quarterly through by taking satellite images of the sites.

- Target is achieved (however, most target indicators reported on are the same as the ones regarding gender that have been reported for Outcome 1).

The project reports that --following the indicator metrics in the (revised) log frame-- it has either achieved or slightly overachieved expected outcomes, outputs and results. There are furthermore a number of achievements or processes that are evident yet are not specifically part of the log frame and therefore are not reported with the metrics imbedded in this monitoring tool per se. The most salient ones are:

- *Access to credit.* The direct beneficiaries which were part of the project improved their access to credit (in particular micro finance schemes and through micro finance institutions) due to their increased productivity and potential sustained production. There are also indications that credit access has benefitted women and women's groups and have –in turn—aided in securing income and improve livelihoods.
- *Improved nutrition and improvements in food security matters.* Although this particular result is not specifically captured by the metrics per se, there are expectations and indications that with improved integrated land management and with other processes that the project is promoting, as well as improved market access and value chain upgrades, there should be improved nutritional aspects and improvements in food security in the specific pilot areas where the project works. These processes are proxy measures for nutritional and food system improvements, albeit it would have been proper to capture these exhaustively.
- *Learning exchanges with other similar endeavours.* These have happened in particular with the other child projects similar to the Integrated Landscape Management to Enhance Food Security and Ecosystem Resilience project as well as their regional hub. Many of the person-to-person exchanges (such as field trips, workshops, etc.) took place evidently before the COVID-19 pandemic, yet several of these continued as virtual workshops and online exchanges. These have facilitated sharing experiences, practical learning, discussions of achievements and of challenges, and overall learning amongst the different country projects.

In the following sections criteria (relevance, effectiveness, etc.) are analysed. There is also a narrative section regarding factors that either contributed to or that negatively affected outcome achievements.

RELEVANCE (*)

Relevance is the extent to which a project's objectives are consistent with beneficiaries' requirements, country needs, global priorities and partners' and donors' policies. Regarding alignment with national development and environmental priorities, the Government of Ethiopia prioritizes issues of food security within a context of landscape management. This is echoed in series of policies that the country has adopted to deal with these issues and which are imbedded in the country's policy and regulatory framework. The relevance is indicated furthermore in

specific alignment with country policies and relevant country programs. The relevance is aligned with several of these, such as the Rural Economic Development and Food Security Sector Working Group; Agricultural Water Management Platform; National Network on Gender Equality in the Agricultural Sector supported by the Agricultural Transformation Agency (ATA); Productive Safety Net Programme (PSNP); Growth and Transformation Plan–II (GTP-II); Household Asset Programme (HABP), as well as other similar plans and programmes.

Relevance is also applicable regarding international commitments and international agencies (UNDP's and GEF's) strategic priorities and focal areas strategic plans. This is exemplified by alignment of the Project with the following:

- Regarding UNDP country programming the project is aligned with UNDAF/Country Programme Outcome: By 2020 key Government institutions at federal and regional levels including cities are better able to plan, implement and monitor priority climate change mitigation and adaptation actions and sustainable resource management.²²
- It is also aligned with UNDP Strategic Plan Output: 1.3: Solutions developed at national and sub-national levels for sustainable management of natural resources, ecosystem services, chemicals and waste.
- With regards to GEF Focal Area/Strategic Objective the project is very much aligned with the BD, CC-M, and LD focal areas.
- The project was intended to contribute to the following Sustainable Development Goal (s): SDGs 1, 2, 5, 6, 8, 10, 11, 12, 13, 15.
- It is also aligned to three Rio Conventions on biological diversity (CBD), to combat desertification (UNCCD) and on climate change (UNFCCC)

Therefore, relevance is assessed on a six-point scale as *Highly Satisfactory (HS)* since there were no shortcomings at the national institutional nor agency level regarding the significance of this intervention.

EFFECTIVENESS ()*

The effectiveness of a project is defined as the degree to which the development intervention's objectives were achieved or are expected to be achieved. The valorisation of effectiveness is used as an aggregate for judgment of the merit or worth of an activity, (i.e., the extent to which an intervention has attained, or is expected to attain, its major relevant objectives proficiently in a sustainable fashion and with a positive institutional development impact).

²² Although outside of the purview of this project since Ethiopia has a new CPD that began in 2020, UNDP points out that this project is aligned with the new CPD 2020- 2025/ UNSDCF OUTCOME: By 2025, all people in Ethiopia benefit from an inclusive, resilient, and sustainable economy.

The effectiveness of this project can be rated as *S (Satisfactory)* since it met expectations as to the degree of objectives being achieved. This is factual at the objective, output and at the outcome's levels.

The project reports that, to date, the main targets have been achieved, some even slightly overachieved. Project specifically reports that ninety-nine percent of the targeted household beneficiaries have been addressed and greater than the full landscape area to be addressed by ILM practices has also been attained, for instance. Metrics in the 2021 PIR (of June 2021 indicate that at that date 80 percent of project had been delivered). The project level achievements in all of the distinct outcomes and outputs was commensurate to metrics (i.e. indicators). As indicated in other sections of this report -mainly in the design referenced section--, indicators were not up to par in capturing effects and outcomes, many of them only captured products. These were adjusted after the mid-term review, but effectiveness monitoring is still strained due to these hindrances.

The factors that have aided or supported effective achievement of goals have been identified as follows:

✚ *Integrated approach.* The project's integrated approach is highly positive and it manifests itself at multiple levels. First there is the integration of land management and environmental factors with key social developmental factors for the country (including food security, value adding, productivity, gender equality, linking agropastoral and non – agropastoral activities, and other such issues). Second the integrated approach within the environmental field, approaching the issue of integrated land management in all of its planes (such as working on soil, water and watershed management, reforestation and afforestation, etc.) for the ultimate goal of increasing sustained food security.

✚ *Demonstration and extension modality of work.* Project very strongly used a demonstrative approach, *validating* feasibility and value added of promoted approach. This in turn aided in uptake. Also, the extension approach, with technical supported very much grounded on the technical expertise provided by universities, research centres, and international agencies.

✚ *Catering to and tailoring approach to each site, Woreda, or localities characteristics.* The project did not promote a uniform approach. It tailored its work to each of the locales needs and characteristics (such as the different ecological context of each site, social diversity, crop diversity vs pastoralism issues). That is, the project did not approach its work as a one-size-fits-all system or solution, but accommodated its work to the problems and issues as relevant per each sector, and for each individual site. This was also supported by the fact that local universities with local knowledge were part of the technical backstopping for the different processes.

✚ *Capacity building.* The capacity built at the local level has been one of the key drivers for achievements as well as feature of sustainability expectations. All stakeholders (national authorities, local authorities as well as direct beneficiaries) *indicate that capacity built is the main factor for results and that they have already seen changes in the way local community members implement the diverse activities, processes and practices promoted by the project.*

✚ *Innovation combined with traditional knowledge.* The project has strategically combined innovation with traditional knowledge base. It has combined simple already used soil conservation and land management practices (i.e. traditional knowledge by farmers in integrated soil conservation including water issues) with innovation such as value chains, new knowledge such as technical and research, and new platforms for this (such as that available through geo-referenced data and satellite data). This has lowered resistance by farmers and at the same time engendered greater uptake of the practices promoted.

On the other hand, the project faced a number of very forceful challenges that, although taken care of adaptively to the degree possible, in some ways required resources (mainly time) to adapt and had these externalities have an impact on the project implementation as well as on the results. The main hindering issues are:

✚ *COVID-19 pandemic.* The pandemic affected the fabric of the project at different levels. In the first place, the implementation modality had to be thoroughly changed to adapt to gathering and internal displacement restrictions. This was the reason for shifting to online modality for monitoring, workshops, exchanges, and the like. However, this was asymmetrical in many ways since there is a large digital gap with the Woredas and local areas and --although the project tried to equip relevant personnel and stakeholders with adequate infrastructure-- access to proper telephone and internet connections are still at-large problems that cannot truly be changed by the project alone. Regarding implementation with beneficiaries, the project adapted for instance the demonstration technics in land management to be carried out with safety measures, however these --as all activity--was also impacted. One crucial issue that relates to COVID-19 is its effect on the very significant aspects that are needed to obtain and maintain results. One key instance has been the hindrance or impossibility of getting targeted products to market given movement restrictions. Understanding that market access is one of the significant elements of value chain enhancement, this sort of problem has delayed several aspects of implementing these sorts of processes. The latter, of course, also affecting aggregate project performance and overall affecting livelihoods of the small holder farmers since they are the most vulnerable to these sorts of market and overall socio-economic shocks.

✚ *Locust plague.* Ethiopia has been suffering its worst locust outbreak in 25 years. This has affected several Woredas where the project takes place. This has impacted the very core of the project given that hundreds of thousands hectares of cropland have been impacted, in turn affecting the food security of millions of people throughout the country.

✚ *Frequent political shifts.* At all levels (national and subnational) there have been frequent political shifts that have engendered alterations not only at the political level but also at the staff level of those involved directly and indirectly in the project. These frequent shifts in political appointees have also affected the governance structure of the project, have to induct the new persons in a continuous manner and provide enough information for the necessary learning curve of the newcomers. Although reorganising and reshuffling of political appointees has been occurring in the country for several decades, this has been exacerbated lately. Additionally, there is no proper transition between older and newer political appointees, forcing the project to “begin anew” with newest political stakeholders.

✚ *Procurement and financial issues.* Procurement processes were challenging, due to UNDP and government procedures. This meant that processes were long and extended, and that delivery was not timely due to this matter. Financial issues also hindered proactive delivery. In the first place, there were a number of questionings to the financial framework established since it was deemed by several stakeholders that it was not proper for what the project was trying to achieving (specific matters that were questioned or criticised were the lack of mobility possibilities since according to some stakeholders there were not sufficient vehicles nor other means of transportation budgeted for; and several stakeholders questioned the low salary and low incentive levels paid out by the project).

✚ *Political unrest.* Ethiopia has, in the last five years, endured high political instability at all levels. Political instability is linked to the armed conflict as stated below, but its effects go beyond this. Elections have been held in the context of political unrest in late 2021, and the attention of different stakeholders (specially political and administration actors at all levels) were geared toward these political processes and away from project implementation, even in the areas where the project takes place. This is of course exacerbated by the relation between country – wide political unrest and areas specifically impacted by the armed conflict as seen below.

✚ *Armed conflict.* The armed conflict that has its focus in the Tigray region has expanded to other areas in the country. Since Ethiopia is affected in the last few years by an escalating armed conflict, it particularly has affected several of the regions where the project was implemented. Yet it has evidently impacted upon the whole of Ethiopian society. Due to the conflict in the Tigray regions, therefore, work was stopped in two of the targeted target woredas: Raya Zebo and Abergele districts. Furthermore, in the Afar region, Aba’ala woreda, the project is not operative because of the security issues since this Woreda is Tigray adjacent. The work has also been affected by conflicts with humanitarian institutions due to this issue.

EFFICIENCY()*

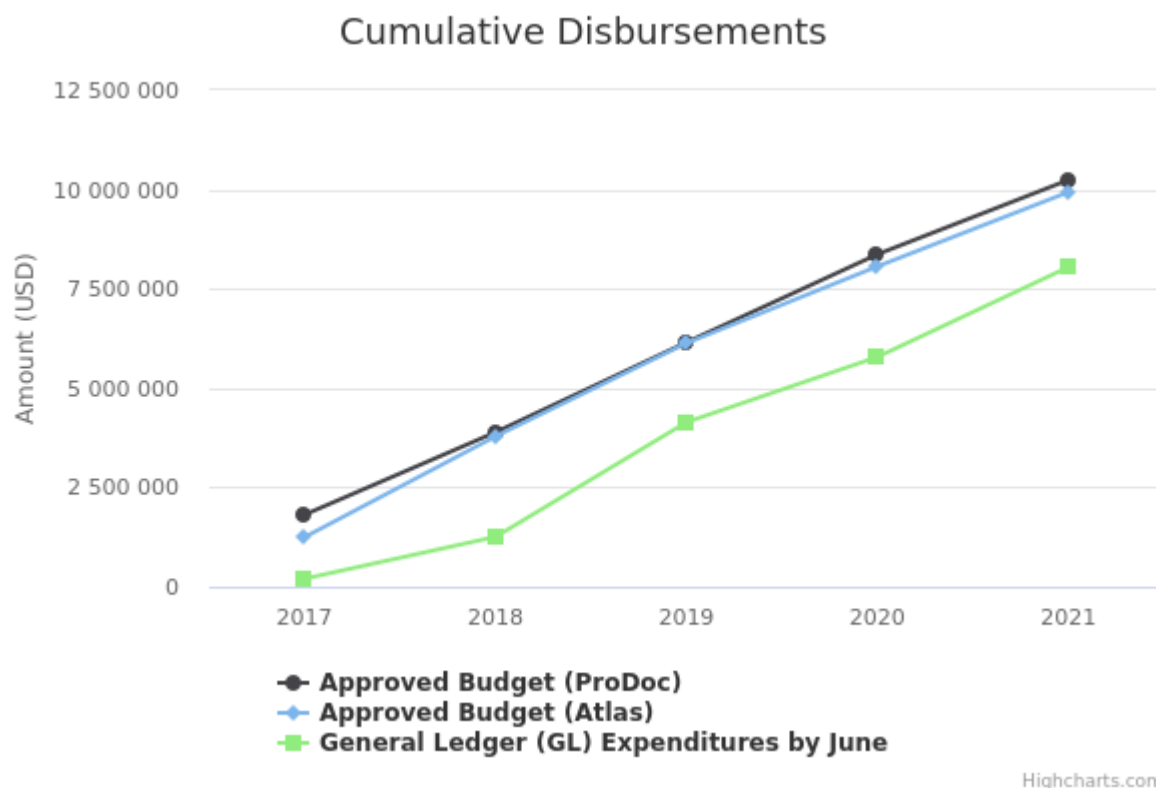
Efficiency is defined as the extent to which results have been delivered with the least costly resources possible. Efficiency is a measure of how economically resources/inputs (funds, expertise, time, etc.) are converted into results.

The Project has been efficient in achieving outputs/products and in achieving outcomes and effects/impact in Ethiopia in a high degree of accomplishment vis-à-vis expected target indicators and other metrics. Also, it has provided value-for-money since it achieved the results within budgets, agreed disbursement, etc., while leveraging investments and in-kind support from sources external to the project per se (co-funding).

The Project Management Unit also played a role in the timely resourceful delivery of expected results, adapting to changing circumstances and other externalities. An indicator of this is that the project will be completed by planned end date (i.e. April 2022) without the need of an extension.

As of June 2021 the project reports that 80 percent delivery with high achievements as measured by framework metrics (indicators). The chart below illustrates this matter within the project timeline.

Figure 4: Cumulative Disbursements as of June 2021



As explored elsewhere in this report, the project had to adapt (successfully) to a series of externalities that could have profoundly hindered achievements but it did not. Furthermore, it had to deal with protracted procurement issues and bore a number of financial planning issues, however.

Given the above, the efficiency of implementation met expectations with some shortcomings. Therefore, the overall ranking of efficiency is *Satisfactory (S)*.

OVERALL OUTCOME ()*

Given the high degree of relevance and the satisfactory degree of effectiveness and efficiency, the overall project outcome is ranked as *Satisfactory (S)*.

SUSTAINABILITY: FINANCIAL (), SOCIO-ECONOMIC (*), INSTITUTIONAL FRAMEWORK AND GOVERNANCE (*), ENVIRONMENTAL (*), AND OVERALL LIKELIHOOD (*)*

Sustainability of an intervention and its results are examined to determine the likelihood of whether benefits would continue to be accrued after the completion of the project. Sustainability is examined from various perspectives: financial, social, environmental and institutional.

Financial sustainability: Financial risks to sustainability relate to the likelihood of financial and economic resources not being available once assistance ends. The project has a mixed set of risks and of opportunities. In the first place, there are the risks (very real and cogent) that governments (national and subnational) do not have plans to underwrite processes once international funding is finished; secondly beneficiaries specifically indicate that there are capital shortages, that input costs are rising, and other similar matters that hinder continuation of results. On the other hand, there are some opportunities for sustainability envisaged also. Firstly, many of the processes demonstrated and adopted through the project are income generating activities, which in turn can engender further likelihood of accruing benefits. Since these projects are donor-dependent for investments, the project together with UNDP have begun to seek supporters for ongoing work in the direction of the project. For instance, a USD 3 million project has been initiated and submitted to the Qatar Development Fund and is awaiting endorsement. The project was initiated as the result of the project interventions results in gender mainstreaming interventions. Therefore, due to this combination of factors, the general likelihood of financial sustainability is *Moderately Likely (ML)*.

Socio-economic risks to sustainability: When analysing socio economic risks to sustainability, an examination is made of the potential social or political risks that may jeopardize sustainability of project outcomes, particularly when there is no evident ownership. The level of stakeholder ownership (particularly by sub national actors and beneficiaries), as seen in the narrative of this report, is very strong and the accomplishments of the project support ownership. The capacity built at the communities level and directly with beneficiaries bode a great degree of continuity in the short, medium and long term. The community stakeholders have thoroughly expressed themselves regarding this matter. However, there are a number of political risks in Ethiopia in general and in some of the target zones in particular that directly and indirectly pose hazards for socio-economic aspects linked to sustainability. The country has had for the last five years several types of political unrest. Also Ethiopia is affected in the last few years by an escalating armed conflict, that affects several of the regions where the project was implemented and evidently the whole of the Ethiopian society. As evaluation literature indicates, the conflict context of a project's country has a significant impact correlated with lower possibilities for sustainability and projects taking place in conflict-affected sites are on average less sustainable than projects taking place in non-conflict contexts.²³ Therefore, the ranking for socio – economic sustainability is *Moderately Likely (ML)*.

Institutional framework and governance risks to sustainability: At the time of the final evaluation there is a good expectation that institutional framework and governance gains derived

²³ Independent Evaluation Office of the GEF. Evaluation Of GEF Support In Fragile And Conflict-Affected Situations (November 2020) and Independent Evaluation Office of UNDP. Evaluation of UNDP Support to Conflict-Affected Countries (December 2020).

from the project can be sustained, with no apparent risks, mainly at the sub national level. This not only due to the institutional strengthening that has taken place at this level, but also with the work and technical assistance and project governance with authorities at several levels that has been developing throughout the project. However, the project has had no discernible normative nor formal institutional governance construction since no plans nor norms were approved²⁴ or implemented regarding sustainable and integrated land management as a result of the project. Therefore, the ranking for institutional/governance sustainability is *Moderately Likely (ML)*.

Environmental risks to sustainability: Environmental risks to sustainability are externalities that do have an impact not only in project implementation but also regarding sustainability. The target areas are highly vulnerable to climate change and other environmental risk. Ethiopia suffered the effects of locust swarms in the last few years, even affecting some of the Woredas where the project took place. These are, in turn, also associated to climate change. Droughts also periodically albeit more frequently affect the country. Therefore, these are externalities that do and continue to cause environmental risks that could undermine the future flow of project benefits and can conceivably pose a threat to the sustainability of project outcomes. Therefore, the ranking for environmental sustainability is *Moderately Likely (ML)* since there are no identifiable risks to sustainability in this regard.

Taking a composite view of the rankings for financial, socio – economic, institutional as well as environmental sustainability probabilities, the overall likelihood of sustainability is ranked as *ML (Moderately Likely)*.

COUNTRY OWNERSHIP

Country ownership from national governmental institutions in Ethiopia is reasonable. Furthermore, there is high degree of ownership evidenced and displayed at the sub-national and local levels (including at local administrative levels as well as with direct beneficiaries and beneficiary – related institutions). The project concept have its origin within the national sectoral and development needs. The project incorporates relevant country representatives (e.g., governmental official, civil society, etc.) to be actively involved in project identification, planning and implementation. Not only from the implementing partner (i.e. the Environment, Forest and Climate Change Commission (EFCCC) but also from other national institutions (some were incorporated at different times in project governance structures such as steering committee). These other national institutions have been the Ministry of Agriculture; Ministry of Water, Irrigation and Energy; the National Meteorology Agency, the Wildlife Conservation Authority, Ethiopian Wildlife Conservation Agency, as well as the Ministry of Finance. This is accurate given the multisector, multivariate, complex issue such as the integrated landscape management. All of the above is mirrored and even more emphatic at the sub national levels, with multiple inclusion of different sub national government representatives at regional, Woredas and

²⁴ There are indications that the National Women Forum designed a policy on integration of gender and climate and that the basis for this is learning from this project. However this policy has not as of yet gone through the channels for debate and approval.

district/zonal levels, such as the six target regions environmental bureaus and the 12 Woreda administrations. However, no emergent legal framework has been formulated in connection to the project and the project outcomes or results.

Stakeholder ownership, especially regarding non – state actors direct beneficiaries, is very high. This is formally and informally manifested by all sorts of non-state actors either directly or indirectly involved in the project. The interviews at the local level very well capture this. This ownership bides well also for supporting sustainability at the social sustenance needed.

GENDER EQUALITY AND WOMEN'S EMPOWERMENT

Gender equality and women's empowerment aims are some of the key factors and best practices for the project. To begin with, there was appropriate and robust gender responsiveness at project design and development. There was a thorough gender analysis integrated in project planning documents, in particular in the Project Document. The UNDP Gender Marker for the project was GEN 2. This implies that the project has a potential of making significant contributions to gender equality.

Specific gender differentiated data is found Table 6: Achieved cumulative progress since project start, often even down to the output level . Overall, the Project reports that 69 percent of the beneficiaries were women.

The relevance of this gender analysis is that deals thoroughly and intensely with the root causes of gender inequality in the country vis-à-vis natural resources and food security. Gender analysis was systematic and addressed fundamental issues in gender inequality. The assessment indicated the double or triple burden that women in rural environments in Ethiopia face, according to their fulfilment of productive and reproductive roles. Based on this, project design (and ensuing implementation) took a gender-responsive approach with a foci on the equality, abridging inequality, and support of women as full agents of decision makers over livelihoods. As such, therefore, the project design open the door for full incorporation of gender equality issues in the project, and not just women's participation factors.

The root causes analysed dealt with very keen matters that are relevant to the project's aims and objectives. Design and gender analysis pointed out that improving agricultural practice should be gender-responsive and factor in impacts on women's time and energy expenditure give their multiple roles in both systems of cultivation and livestock husbandry as well as fostering women's resource decision-making capacities. The analysis based on gender indicated that there are considerable barriers regarding women's ownership of key natural resource assets in Ethiopia and that this is a basic reason for inequality in a rural context. The gender analysis was deepened by examining the different components of this inequality vis-à-vis what the project aimed to achieved in integrated land management and food security. The roles and responsibilities of women at household and community levels were described and their issues regarding access to resources were further dilucidated. This was done with the understanding that access to water, fuel, and resources are crucial to their wellbeing, development and equity. Access to land has been pointed out to be a critical issue for women in rural contexts in Ethiopia and –evidently—a crucial matter for a project that specifically deals with land management and an issue that pivots

many other aspects related to gender equality such as income, decision-making, and other environmental resources such as water as well as fuel and energy. Although land rights and inheritance land rights for women are being strengthened departing from unequal situations, they still remain a point of contention in practice and inequalities in tenure many settings. Furthermore, there is also the acknowledgement that secured land tenure for women does not automatically convert into improved productivity given other limitations (such as access to credit, labour, knowledge, tools and other resources) which is –in turn—at the core of what this project tackles. Determining valuation of women’s time and the differential impact that climate change risks are having upon women has also been analysed.

Another highly positive aspect of this analysis and ensuing implementation is that women’s roles and benefits expanded beyond the household given that an explicit aim was to approach this issue at the community level and with women as full agents of decision making.

These baseline analysis were accompanied by a gender action plan with specific details of suggested gender mainstreaming actions for each and every one of the relevant outputs and outcomes of the project. This imbedding aided in making gender-related issues a transversal and cross-cutting aspect of the project, and not just dealing with gender issues in a niche. The gender action plan was specific as to the delivery of gender activities and for infusing all components with gender-responsive factors.

The implementation process did follow this analysis as well as guidance plans. It also used appropriate gender analysis tools. The results areas that have contributed to gender equality have been: (a) contributing to closing gender gaps in access to and control over resources; (b) improving the participation and decision-making of women in natural resource governance; and (c) targeting socio-economic benefits and services for women.

Project was also properly imbedded in Woreda/kebele/district/village community levels gender teams and other such groups that can potentially imbed gender mainstreaming in an institutional manner. This also has aided in potential multiplier effects for gender mainstreaming as approached by the project. Inputs, sex disaggregated data, outputs by the project, and the like, attempt to generate visibility for women.

Further analysis was reorganised at the different local levels. Indicators and ensuing monitoring were drawn looking at gender-responsive metrics. This has allowed the project (as seen in the sections on achievements and effectiveness above) to monitor changes regarding gender roles in sustainable land management and equitable food security and has made the implementation aware of the effect of the project regarding gender mainstreaming. This was supported by a training module developed for national policy analysts, woreda gender teams and woreda experts in the collection and use of sex-disaggregated data.

Project has indicated that the most successful agricultural income generation activities are accomplished by women beneficiaries within the project. Creating jobs for unemployed poor people was an important aspect of the project. This aims at fostering food security and resilience building, was carried out also by promoting self-organization (mostly in organized “Self Help Groups (SHG))) and fostering linkages to local financial institutions. Moreover, gender mainstreaming actions have been highly visible results and aided in project visibility overall.

Although what can be seen as the three components of a project regarding gender are present (i.e. gender analysis at design, a specific gender mainstreaming strategy, and gender-differentiated indicators), unfortunately a few of the targets for reaching women have only been partially met. This evaluation also captured that inequality, discrimination and other such patterns are still deeply entrenched and of course a single project alone cannot be expected to change this reality, although what it has attempted is quite commendable.

CROSS-CUTTING ISSUES

Given that GEF – financed UNDP-implemented projects are key elements in UN country programming, project objectives and outcomes should align with UN country programme strategies as well as to GEF-required global environmental benefits. When dealing with mainstreaming and cross-cutting issues, evaluations also explore whether project outcomes are being mainstreamed into national policies.

Cross-cutting issues are at the very core of the project *Integrated Landscape Management To Enhance Food Security And Ecosystem Resilience In Ethiopia*. Its very definition, that is to enhance land and environmental stewardship while engendering efforts towards food security and poverty alleviation, is a cross – cutting approach.

As such the project has dealt with environmental stewardship, land management, food security, poverty-environment nexus by addressing environmental conservation activities that contribute to poverty reduction and sustaining livelihoods. It has also addressed other cross-cutting matters such as gender mainstreaming and addressing climate change adaptation. Several of these factors underlie that the project has contributed to a human rights-based approach.

Specifically, as seen in the sections of progress towards outcomes and efficiency, the project has had positive negative effects upon on local populations (measured by income generation and job creation, improved natural resource management arrangements with local groups, as well as regeneration of natural resources for long term sustainability). It also has attended to cross-cutting needs of at risk or vulnerable groups such as women, disadvantaged population due to poverty and those in need to achieve food security.

GEF ADDITIONALITY

The Project's outcomes (results, effects, impact) are closely related to incremental reasoning for all components, and a catalyst for the incremental benefits of GEF support.

Following GEF guidelines²⁵, this project in Ethiopia falls under five of the six areas of GEF additionality:

- Specific Environmental Additionality

²⁵ As stated in 'An Evaluative Approach to Assessing GEF's Additionality', <https://www.thegef.org/council-meeting-documents/evaluative-approach-assessing-gef-s-additionality>

- Institutional Additionality/Governance additionality
- Financial Additionality
- Socio-Economic Additionality
- Innovation Additionality.

CATALYTIC/REPLICATION EFFECT

Sustainability and potential for scaling up depends on sustainable improved land management and practices along with productivity increasing technologies and proper inputs. This project has demonstrated best practices that can lead to upscaling integrated natural resources management. Which, in turn, is linked to sustainable management of ecosystem at the landscape level with poverty reduction improved food security.

The potential catalytic and replication effect for the project, has been established early on in project design. Explicitly, project planning documents point out that the project has a replicability approach.

Another matter that signals a strong potential catalytic and replication effect is the expressed aspiration by all sorts of stakeholders (that is, from government at the national and sub national level as well as by direct beneficiaries) to continue to work with the issues that the project undertook. It is also commending that the direct beneficiaries do express not only a wish to continue and replicate the work but also a need to expand these practices and process to other communities in need.

The project's catalytic role is found in several different features thus far, such as:

✚ *Production of public good.* The project has introduced new technologies and approaches/processes to deal with integrated land management and food security in Ethiopia.

✚ *Demonstration.* The introduction of new technologies and approaches ushered specific demonstration processes..

The upscaling and replication role of the Project is found in several different features potentially applicable in near future, such as:

✚ *Upscaling.* As project documents indicate, the issue integrated land management and food security is not circumscribed to the sites and areas that the project has dealt with. All rural areas in Ethiopia can could potentially benefit at the national and sub national scales for dealing with these issues in an integrated and equitable manner.

✚ *Replication.* The potential for replication is very high, not only at the internal national scale as seen above, but also regionally since –through the project– the Ethiopian project is in a unique demonstrative position (based on the results of this project) to engender replication. Replication, upscaling, and catalytic potential of the project in the Africa, particular Sub Saharan Africa, is also underscored by the fact that this is a child project of a broader endeavour. The Integrated Approach Programme on Fostering Sustainability and

Resilience for Food Security in sub-Saharan Africa provides a useful framework for upscaling and replication as well as a catalyst for sub regional and regional processes.

There are already several concrete examples of potential and actual catalytic and replication effects within Ethiopia as follows:

- ✚ In the Gugnafango Woreda the demonstrative factor of the activities in integrated land management undertaken have led to uptake by a non – governmental organization (Climate Action) which is planning to invest in comparable activities in adjacent communities.
- ✚ In the Doba site, Haromaya University has leveraged additional research resources to support continuing research within this Woreda.
- ✚ Also in Doba, international financial support has been leveraged for the construction of a biogas plant. The introduction and promotion of the biogas technology was done by the project.

However, although these concrete and finite examples are creditable, the project lacks a concrete and specific upscaling, catalytic and/or replication strategy.

PROGRESS TO IMPACT

Long-term impacts (of different sorts) can be expected as the project, at the national/sub national levels and even at the global level associated to integrated landscape management. Other impacts and effects have also arisen which are not included in the specific metrics of project design but that do have and will foreseeably have in the future an indelible impact upon environmental stress reduction, food security, etc. Both sorts of impacts and effects are described below.

- + Contributions to changes, including observed changes (some of them measurable or captured by the log frame indicators, others by proxy indicators, and others by eventual anecdotal evidence). These have been changes in capacities (awareness raising, knowledge, and skills as well as improvements in infrastructure and tools provided to beneficiaries, and in web-based and GIS embedded information management system (IWB&GE-IMS) monitoring and information sharing systems).
- + Contributions to changes in socio-economic status (increased income, improvement in food security, and in gender-related socio-economic status and control of resources).
- + Contribution to environmental status change is evident by the recuperation of degraded lands, improved water management, reduced natural resource stress.
- + Contribution to environmental stress reduction. The project reports contribution to GHG emission reduction –for instance- although no specific metrics capture this within the explicit and specific indicator system of the results framework.²⁶

GEB Indicators

The project lacks adequate indicators to properly capture Global Environmental Benefits. Although some matters are reported that do have a potential impact upon on GEB and other factual impacts. Although the project reports at the product level (for instance number of biogas and improved stoves introduced) this is not measured at the impact level. I.e. there is no systematic analytical extrapolation of how these improvements impact the environment in particular and how they generate GEBs in general. Furthermore, other reporting is aspirational regarding Green House Gases (GHG) and their potential GEB benefits (for instance, PIR 2021 indicates “In addition this will contribute to reduce the emission of significant tons of GHG”).

²⁶ Beyond the specific indicator system of the results framework, Project reports that EFCCC has carried out an MRV exercise where the contribution in reduction GHG emission of the intervention can be association. The EFCCC exercise indicates that through the introduction and promotion of a biogas plant, solar energy technologies and fuel efficient cooking stoves 17,477tone of CO2 eq. GHG emission have been reduced, Which is excluding the GHG emission reduced by the plantation of more than 65 million seedlings in 18,952 hectares of landscapes, to be estimated in the future as the seedlings grow up to have woody biomass.

5. MAIN FINDINGS, CONCLUSIONS, RECOMMENDATIONS AND LESSONS

MAIN FINDINGS

- Project design was very convoluted, unclear, and unnecessarily complex with tools not properly tested before. It had deficits in baseline data and deficiencies in indicators of all sorts that did not properly capture effects and impact.
- One of the main reasons for project success was its relevance regarding priorities in Ethiopia regarding linking environmental management of all factors that affect food security (land management, water management, forestation, market access, gender differential impacts, value chains).
- The implementation architecture and ownership of the project (through the project management staff, particularly through institutions including those at the sub national level and of the direct beneficiaries) was also a factor that positively fostered the achievement of results.
- The extent that the expected outcomes and objectives were achieved have in all components, and the project has been efficient in the achievement of expectations.
- The project had to bear a high level of issues and externalities. These included the COVID-19 pandemic, a locust plague affecting some of the objective areas, political shifts and political instability, an escalating armed conflict in several of the areas where the project pilots were imbedded; financial architecture and procurement issues. These notwithstanding, the project was able to properly manage as far as possible these circumstances while generating adaptive management processes to adjust to them.
- The project has demonstrated that a gender mainstreaming approach is possible, even in conditions of deep-seated inequality, when there is a thorough gender analysis at design, a specific gender mainstreaming strategy, and gender-differentiated indicators.
- The approaches that the project implemented were very fitting and proved to be conducive to effects and concrete results. These approaches entailed a mixture of demonstration and extension modality of work; integration; catering to and tailoring to each site's characteristics, and promoting a mixture of traditional knowledge and innovation as needed.
- The multi-stakeholder platforms and mechanisms for implementation (that have included from national level authorities, international agencies, universities and research centres, local administrations, direct beneficiaries, social groupings, and farmers) have proven to be feasible to work with in undertaking a multi-level issue as the project attempted to face.
- There are some very concrete results and benefits ensuing from this project, dealing with integrated land management as it affects food security and

development. With proper replication and upscaling catalytic processes, these benefits could potentially be accrued and expanded in the short and long term.

CONCLUSIONS

The problem that the project attempted to face is not a minor one for Ethiopia. Enhancing sustainability and resilience of food production systems with a context of food insecurity and at the same time facing environmental issues such as land degradation, water management and socio-economic issues is no small matter. Nevertheless, with the complexities mentioned above and even in a context of serious externalities, the *Integrated Landscape Management to Enhance Food security and Resilience in Ethiopia Project* in Ethiopia is concluding with a strong set of achievements but also with lessons learned as well as a catalytic potential.

Although facing several design – level shortfalls, the project will arrive at its closure (planned for April 2021) having met its immediate aims and objectives. Furthermore, based on the activities and products generated by and through the project, there has been upgrading of in-country capacity to better deal with the multi-faceted issues of resilience and vulnerability with regard to land management and food security.

The ownership of the stakeholders regarding, particularly local stakeholders and direct beneficiaries, its expected outcomes and expected results, as well as its sustainability has been a substantial contributing factor to the achievements.

With the success of this project and the lessons learned for the issues the project had to face, the institutions involved are in a unique position to leverage its role also as a good practice with concrete achievable results. Not forgetting that this is a specific project within a region-wide mechanism, which is the Sub-Saharan Regional IAP, the project could take advantage of this particular matter to depict its successes and lessons learned with the outlook of further generating sustainability and catalytic processes. Sustainability factors, immediate follow – up to achievements, and visibility of the accomplishments, can support replication and upscaling efforts in a local, national, and regional scale.

RECOMMENDATIONS

The recommendations presented are two-fold: the first group for the closing of the project and the second set for future programming. In addition, the latter recommendations – i.e. those for future programming-- have two types of proposed functions: (1) corrective actions for the design, implementation, monitoring and evaluation of programs and projects; (2) actions that can reinforce the positive aspects of the current project.

Recommendations for the project until closure and immediate follow up:

- 1) Partners should work together and strive to complete in the next few months the remaining tasks that need to be accomplished to fully conclude the project.

- 2) Capture, communicate, disseminate and generate visibility for lessons learned, successes, issues, and other issues that the project has encountered and for results achieved.
- 3) Develop a catalytic, upscaling and replication strategy to implement in Ethiopia after project closure ensuring the sustainability of achievements and having them spread to other contexts and other areas within the country.
- 4) Provide support for the development and implementation of projects in the immediate future that are based on current project's achievements and findings.
- 5) Generate a strategic document that identifies what the project has not achieved (for instance policies) in order to better include these in future programming.

Recommendations for future programming:

- 6) Project design processes need to use tested methodologies and tested practices.
- 7) Project design should be clear and consistent, and contain proper indicators to capture effects and impacts, as well as have a clear strategy for overall implementation.
- 8) Design should clearly include all that a project intends to achieve, for instance policies or institutional strengthening or needed governance structures, in order for all of the intended results to be properly articulated throughout implementation. Unintended results should also be monitored, for instance access to credit and improved nutrition and improvements in food security matters, and added as possible in project metrics when they surface.
- 9) Projects with intricate components and multiple partners and stakeholders need to have internal coordination mechanisms with clear coordination among and between all types of stakeholders.
- 10) Gender mainstreaming requires to be clearly imbedded at all stages of a project and be based on a complete gender analysis, mainstreaming strategy and proper indicators to monitor if indeed a project promotes equality and mainstreaming with time to correct course if it does not.
- 11) Projects need to develop an appropriate exit strategy in order to impel sustainability as well as replication and upscaling, identifying the institutional/governance and normative components needed to sustain effects, as well as identifying national and sub national budget allocations needed to leverage sustained effects.
- 12) The inclusion of multivariate topics has to be imbedded in a project when it deals with complex issues, multilevel, multifaceted issues.
- 13) Capacity building at all levels needs to be a strong explicit component for these sorts of projects, incorporating through demonstration the value added of

whatever practices, methods and knowledge is being transferred to stakeholders. This not only generates and enhances capacity; it also creates ownership.

- 14) The association of traditional knowledge and innovation needs to be imbedded in a project in order to strengthen both approaches and have them be mutually supportive.

LESSONS LEARNED

Lessons learned represent knowledge generated by reflecting on the actual results of a project until the time of this evaluation and on the experience (positive as well as negative) that has the potential to improve future programming and actions. The project leaves a number of lessons learned. Not only for the implementing agency but also for national and local stakeholders and those who have been involved. Some of the most salient lessons are as follows:

- ✚ Project design as well as inception periods are crucial for the proper development of a project and its value cannot be underestimated for proactive project implementation.
- ✚ Robust project planning facilitates implementation, particularly at start – up.
- ✚ Operative design is directly linked to information, preparation and analysis.
- ✚ Multi-layered frameworks for project guidance are key to integrate different stakeholders and to enhance a bottom up approach.
- ✚ Gender mainstreaming is not an optional feature of a project that aims to generate equity.
- ✚ When working in different regions, ecosystems, and socio – economic contexts in different productive sectors, a “one size fits all” recipe is not proper. Project processes need to be tailored to each particular locale’s specificities.
- ✚ If an effect, a result, or an impact is expected, then it has to be accompanied by proper metrics, and intermediate processes to be achieved, not only be expressed as an aspirational goal.
- ✚ Uptake, sustainability and feasibility of achievable results is closely linked to what demonstrations can be produced, especially for direct beneficiaries. If a project cannot demonstrate positive changes to be achieved via products and outputs, then the results will not be durable.
- ✚ Traditional knowledge is enhanced by innovation, creating a dialogue between the two sets of perspectives and applying where appropriate.
- ✚ Capacity building is crucial for these sorts of projects, and it can be taken-on and engaged with in different modalities. For instance, capacity building cannot only be generated through formal training but also through informal settings.
- ✚ A lesson learnt (as well as a best practice) has been the effective linking of technical expertise with local situations and solutions to enhance capacity.

- ✚ A decentralized approach creates accountability, ownership, and engenders project management capacity at local level.
- ✚ Knowledge management with best practices included can be a tool to generate buy-in by showcasing experiences at the local levels.
- ✚ Identification of community priorities in relation to Integrated Landscape Management, address several issues such as food security and resilience building, especially if they are based in context based/area specific problems identified and lead to specific solutions/practices/technologies.

6. ANNEXES

Annex 1: TE Terms of Reference – International Consultant

GENERAL INFORMATION

Services/Work Description:	Conducting Project Terminal Evaluation
Project/Program Title:	Integrated Landscape Management to Enhance Food security and Resilience in Ethiopia Project
Post Title	International Consultant (IC)
Duty Station:	Addis Ababa
Expected Places of Travel	Home Based
Duration:	Work to be carried out in 35-days period
Expected Start Date:	Immediately after concluding the contract agreement.

1. INTRODUCTION

In accordance with UNDP and GEF M&E policies and procedures, all full- and medium-sized UNDP-supported GEF-financed projects are required to undergo a Terminal Evaluation (TE) at the end of the project. This Terms of Reference (ToR) sets out the expectations for the TE of the full-sized project titled Integrated Landscape Management to Enhance Food Security and Ecosystem Resilience in Ethiopia (PIMS5559) implemented through the Environment, Forest and Climate Change Commission formerly known as Ministry of Environment, Forest and Climate Change. The project started on the 12th May 2017 and is in its fifth year of implementation. The TE process must follow the guidance outlined in the document [*'Guidance for Conducting Terminal Evaluations of UNDP-Supported, GEF-Financed Projects'*](#).

2. PROJECT BACKGROUND AND CONTEXT

The project is funded by Global Environment Facility (GEF), supported by the United Nations Development Programme (UNDP) and implemented by the by Environment, Forest, and Climate Change Commission (EFCCC) in seven regional states of 12 project sites/ woredas. The woredas/sites are Chiro and Doba in Oromia region, Angolelatera and Menzegera in Amhara region, Dugna Fango in SNNPR, Belate-Zuria in Sidama region, Raya Azebo and Tanqua Abergele in Tigray, Gursum and Tuliguled in Somali, and Aba'ala and Amibara in Afar region.

It is five years (2017 – 2021) project with a total budget envelop of USD 10,739,450 mobilized from the GEF and UNDP and parallel financing from the government of Ethiopia in kind contribution USD 14,965,431.

The project is in line with UNSDCF OUTCOME: By 2025, all people in Ethiopia live in a society resilient to environmental risks and adapted to climate change. The project contributed to UNSDCF Outputs(s): Strengthen resilience to shocks and crises SP 1.7; SP 2.7.

The project was implemented through three interrelated components:

Component 1: ensured effective multi-stakeholder platforms were in place to support the dissemination and to uptake of integrated approaches;

Component 2: developed specific approaches and put in place effective mechanisms to scale up across target sites and, more widely, in the country; and

Component 3: established a systematic monitoring, assessment, learning and knowledge management mechanism that supported influencing at a wider scale in Ethiopia. Infusing all components were a commitment to gender-responsive development, in which women stakeholders within smallholder communities played a central role in economic and environmental transformations.

The project designed to enhance long-term sustainability and resilience of food production systems by addressing the environmental drivers of food insecurity in Ethiopia. The project intervention combined land management choices and Integrated Natural Resources Management (INRM) with water- and climate-smart agriculture, value chain support and gender responsiveness.

The under listed expected results of the projects that have different components, outcomes, outputs with indicative activities were achieved:

Component 1: Institutional frameworks for enhanced biodiversity and ecosystem goods and services within food production systems:

- Outcome 1.1 Multi-stakeholder and multi-scale platforms in support of integrated natural resources management in agricultural landscapes in place: This was achieved through the following outputs:
 - Output 1.2.1: Value chain approaches integrated with sustainable production systems, including reduction of post-harvest losses and focused on livestock, grazing and dung utilization.
 - Output 1.2.2: Selected value-chains strengthened in farming (including agro- biodiversity), horticultural crops, livestock and poultry

Component 2: Scaling up the Integrated Landscape Management approach to achieve improved productivity of smallholder food production systems and innovative transformations to non-farm livelihoods.

- Outcome 2.1 Increased land area and agro-ecosystems under Integrated Land Management and supporting significant biodiversity and the goods and services provided:
 - Output 2.1.1: 240,000 farm households in 12 pilot sites trained in improved soil and water management.
 - Output 2.1.2: 120,000 ha under diversified food production.
 - Output 2.1.3a: 10,000 ha of agro-pastoral systems under integrated management.
 - Output 2.1.3b: 240,000 farm households with increased access to food including through off-farm activities:
- Outcome 2.2: Increased in investment flows to integrate natural resources management:
 - Output 2.2.1: US\$11m investment leveraged by bilateral and multilateral organizations and the private sector
 - Output 2.2.2: 10 innovative funding mechanisms/incentive schemes in place in the project sites– including rainfall index insurance

Component 3: Knowledge Management, Learning, Monitoring and Assessment

- Outcome 3.1: Capacity and institutions in place to monitor and assess resilience, food security and GEBs
 - Output 3.1.1: Multi-scale monitoring of ecosystem services and global environmental benefits established at landscape level
 - Output 3.1.2: Framework for monitoring resilience established at national and landscape levels

- Output 3.1.2: Framework for monitoring resilience established at national and landscape levels
- Output 3.1.4: Landscape-national level data integration tool established
- Output 3.1.5: Vital Signs monitoring landscapes established in each of the six regions
- Output 3.1.6: On-going monitoring of food security and environmental benefits in place
- Output 3.1.7: Action research and a learning framework in place for scaling up innovation

In Ethiopia, March 13th, 2020 was the first date that the Federal Ministry of Health has confirmed a coronavirus disease (COVID-19) case in Addis Ababa, Ethiopia. The case, which was announced on the 13th of March 2020, is the first one to be reported in Ethiopia since the beginning of the outbreak in China in December 2019/27.

As per the update from United Nations Ethiopia on Novel Corona Virus (COVID-19) as of the date May 30, 2021 on key highlights of countries statistics Ethiopia reported 145 new confirmed COVID-19 cases in the last 24 hours giving a total 271,345 confirmed cases as of 30 May 2021. A total of 4,155 deaths have been reported since the beginning of the outbreak with a Case Fatality Rate is 1.53%. Majority of the cases (215,319) have been reported by Addis Ababa and Oromia regions constituting 79.4% of the national tally 237,544 (87.54%) cases have recovered, however 697 confirmed cases are undergoing treatment in the treatment centers of which 413 are in severe condition the last 24 hours, 3,572 RT-PCR tests were conducted giving a cumulative 2,720,495 RT-PCR tests conducted. 29,644 total active cases and 770 recovered and discharged on the same day a total 1,805,006 population have been vaccinated that comprise of health workers (21%), population between 55-64 years (31%) and persons 65 years and above (48%) 28.

Thirty-four deaths reported in the last 24 hours and there is an average of 31 deaths per day for the last 7 days. Novel Corona Virus (COVID-19) UPDATE#359: 30th May 2021 a total of 271,345 confirmed 145 new cases in last 24 hours. A total of 4,155 Total Deaths (CFR 1.53) again a total of 237,544 Cumulative recovered (87.54%) was recorded in the country. In regional perspective: Addis Ababa 176, 918, Afar 2, 690, Amhara 11,473, Benishangul 3,543, Dire Dawa 5,273, Oromia 38,401, Somali 2,498, SNNP 8,777 and Tigray 7,602 was recorded as convicted cases on the date. The New Deaths of the date was 12 and 413 severe cases 3,572 New lab tests and Total Lab tested 2,720,495 and 770 New recoveries 29,644 Total active cases 29.

Case fatality rate (%) Global 2.08, Africa 2.70 and Ethiopia range with 1.53. The total Confirmed Cases 169,597,415 New cases 469,996 Deaths 3,530,582. The global cases have been increasing since early March and the global 3rd wave has not peaked 359:30th May 2021 Vaccine doses 1,546,316,35230.

Hence as the above case and statistics shows that, there is high prevalence in main capital and other regional towns which we should take precautions during all data collection and in private activities.

COVID-19 Country Situation and Impacts on Project:

Following the outbreak of the COVID-19 pandemic, there have been subsequent movement restrictions imposed by the government to prevent wide spread of the virus. This has had impacts on capacity building related activities such as workshops and international travel. Moreover, companies such as Ethiopian Airlines, which were identified as potential buyers of carbon (carbon off setters), were seriously affected by COVID-19. As a result, the market offset mechanism established by the project to generate sustainable income is not functioning.

Currently, despite the wide spread of COVID-19 throughout the country, there is no need for quarantine or restriction on movements. Only international travelers are required to have a COVID-19 test 72 hours before departure or get tested on arrival.

3. TE PURPOSE

The TE report will assess the achievement of project results against what was expected to be achieved and draw lessons that can both improve the sustainability of benefits from this project, and aid in the overall enhancement of UNDP programming. The TE report promotes accountability and transparency and assesses the extent of project accomplishments.

The objective of the TE is to assess project performance against expectations set out in the project's Logical Framework/Results Framework. The TE will assess results according to the criteria outlined in the Guidance for TEs of UNDP-supported GEF-financed Projects.

The results of the evaluation will significantly benefit the Government of Ethiopia, i.e. the regional states, programs/projects, the local governments, and communities. The best practices, approaches and principles from the TE can be adopted/adapted to similar areas for similar purposes. The recommendations from the evaluation can be used to inform the design of future projects and programs.

4. TE APPROACH & METHODOLOGY

The TE report must provide evidence-based information that is credible, reliable, and useful.

The TE team is expected to follow a participatory and consultative approach ensuring close engagement with the Project Team, government counterparts (the GEF Operational Focal Point), Implementing Partners, the UNDP Country Office(s), the Regional Technical Advisor, direct beneficiaries and other stakeholders.

Engagement of stakeholders is vital to a successful TE. Stakeholder involvement should include interviews with stakeholders who have project responsibilities, including but not limited to UNDP, EFCCC; executing agencies, senior officials and task team/ component leaders, key experts and consultants in the subject area, Project Board, project stakeholders, academia, local government and CSOs, etc. Additionally, the TE team is expected to conduct field missions to 7(seven) regional states including the following project sites (Angolelatera, Menzegera , Tanqua-Abergele, Raya-Azebo, Chiro, Doba, Dugna-Fango, Belate-Zuria, Tuliguled, Gursum, Aba'ala and Amibara).

The specific design and methodology for the TE should emerge from consultations between the TE team and the above-mentioned parties regarding what is appropriate and feasible for meeting the TE purpose and objectives and answering the evaluation questions. The TE team must use gender-responsive methodologies and tools and ensure that gender equality and women's empowerment, as well as other cross-cutting issues and SDGs are incorporated into the TE report.

The final methodological approach including interview schedule, field visits and data to be used in the evaluation must be clearly outlined in the TE Inception Report and be fully discussed and agreed between UNDP, stakeholders and the TE team.

The final report must describe the full TE approach taken and the rationale for the approach making explicit the underlying assumptions, challenges, strengths and weaknesses about the methods and approach of the evaluation.

All data collection approach & methodology should follow the COVID-19 safety measures & protocol. Hence the inception report should show on detailed and its outline for any adjusted evaluative approaches/ methodologies that are needed to implement the evaluation effectively, including safety guidance, extended desk reviews for primary use of national consultants and virtual stakeholder meetings and interviews by evaluators as applicable to communication technologies that maintain data quality & its reliability.

As of 11 March 2020, the World Health Organization (WHO) declared COVID-19 a global pandemic as the new coronavirus rapidly spread to all regions of the world. Though, travel restriction to the country and in the country has been lifted under the strict control and maintaining all the covid-19 prevention protocols, the spread of coronavirus is still at pandemic.

If it is not possible to travel to or within the country for the TE mission then the TE team should develop a methodology that takes this into account the conduct of the TE virtually and remotely, including the use of remote interview methods and extended desk reviews, data analysis, surveys and evaluation questionnaires. This should be detailed in the TE Inception Report and agreed with the Commissioning Unit.

If all or part of the TE is to be carried out virtually then consideration should be taken for stakeholder availability, ability or willingness to be interviewed remotely. In addition, their accessibility to the internet/computer may be an issue as many government and national counterparts may be working from home. These limitations must be reflected in the final TE report.

If a data collection/field mission is not possible then remote interviews may be undertaken through telephone or online (skype, zoom etc.). International consultants can work remotely with national evaluator support in the field if it is safe for them to operate and travel. No stakeholders, consultants or UNDP staff should be put in harm's way and safety is the key priority.

A short validation mission may be considered if it is confirmed to be safe for staff, consultants, stakeholders and if such a mission is possible within the TE schedule. Equally, qualified and independent national consultants can be hired to undertake the TE and interviews in country as long as it is safe to do so.

5. DETAILED SCOPE OF THE TE

The TE will assess project performance against expectations set out in the project's Logical Framework/Results Framework (see ToR Annex A). The TE will assess results according to the criteria outlined in the [Guidance for TEs of UNDP-supported GEF-financed Projects](http://web.undp.org/evaluation/guideline/documents/GEF/TE_GuidanceforUNDP-supportedGEF-financedProjects.pdf) http://web.undp.org/evaluation/guideline/documents/GEF/TE_GuidanceforUNDP-supportedGEF-financedProjects.pdf.

The TE team will review all relevant sources of information including documents prepared during the preparation phase (i.e. PIF, UNDP Initiation Plan, UNDP Social and Environmental Screening Procedure/SESP) the Project Document, project reports including annual PIRs, project budget revisions, lesson learned reports,

national strategic and legal documents, and any other materials that the team considers useful for this evidence-based evaluation. The TE team will review the baseline and midterm GEF focal area Core Indicators/Tracking Tools submitted to the GEF at the CEO endorsement and midterm stages and the terminal Core Indicators/Tracking Tools that must be completed before the TE field mission begins. The TE consultants are expected to follow a participatory and consultative approach ensuring close engagement with the Project Team, government counterparts (the GEF Operational Focal Point), Implementing Partners, the UNDP Country Office(s), the Regional Technical Advisor, direct beneficiaries and other stakeholders.

The Findings section of the TE report will cover the topics listed below. A full outline of the TE report's content is provided in ToR Annex C.

The asterisk “(*)” indicates criteria for which a rating is required.

Findings

I. Project Design/Formulation

- National priorities and country driven-ness
- Theory of Change
- Gender equality and women's empowerment
- Social and Environmental Standards (Safeguards)
- Analysis of Results Framework: project logic and strategy, indicators
- Assumptions and Risks
- Lessons from other relevant projects (e.g. same focal area) incorporated into project design
- Planned stakeholder participation
- Linkages between project and other interventions within the sector
- Management arrangements

II. Project Implementation

- Adaptive management (changes to the project design and project outputs during implementation)
- Actual stakeholder participation and partnership arrangements
- Project Finance and Co-finance
- Monitoring & Evaluation: design at entry (*), implementation (*), and overall assessment of M&E (*)
- Implementing Agency (UNDP) (*) and Executing Agency (*), overall project oversight/implementation and execution (*)
- Risk Management, including Social and Environmental Standards (Safeguards)

III. Project Results

- Assess the achievement of outcomes against indicators by reporting on the level of progress for each objective and outcome indicator at the time of the TE and noting final achievements
- Relevance (*), Effectiveness (*), Efficiency (*) and overall project outcome (*)
- Sustainability: financial (*), socio-political (*), institutional framework and governance (*), environmental (*), overall likelihood of sustainability (*)
- Country ownership
- Gender equality and women's empowerment
- Cross-cutting issues (poverty alleviation, improved governance, climate change mitigation and adaptation, disaster prevention and recovery, human rights, capacity development, South-South cooperation, knowledge management, volunteerism, etc., as relevant)

- GEF Additionally
- Catalytic Role / Replication Effect Progress to impact

IV. Main Findings, Conclusions, Recommendations and Lessons Learned

- The TE team will include a summary of the main findings of the TE report. Findings should be presented as statements of fact that are based on analysis of the data.
- The section on conclusions will be written in light of the findings. Conclusions should be comprehensive and balanced statements that are well substantiated by evidence and logically connected to the TE findings. They should highlight the strengths, weaknesses and results of the project, respond to key evaluation questions and provide insights into the identification of and/or solutions to important problems or issues pertinent to project beneficiaries, UNDP and the GEF, including issues in relation to gender equality and women's empowerment.
- Recommendations should provide concrete, practical, feasible and targeted recommendations directed to the intended users of the evaluation about what actions to take and decisions to make. The recommendations should be specifically supported by the evidence and linked to the findings and conclusions around key questions addressed by the evaluation.
- The TE report should also include lessons that can be taken from the evaluation, including best practices in addressing issues relating to relevance, performance and success that can provide knowledge gained from the particular circumstance (programmatic and evaluation methods used, partnerships, financial leveraging, etc.) that are applicable to other GEF and UNDP interventions. When possible, the TE team should include examples of good practices in project design and implementation.
- It is important for the conclusions, recommendations and lessons learned of the TE report to incorporate gender equality and empowerment of women.

The TE report will include an Evaluation Ratings Table, as shown below:

Table 2: Evaluation Ratings Table for Integrated Landscape Management to Enhance Food Security and Ecosystem Resilience in Ethiopia project

Monitoring & Evaluation (M&E)	Rating ³¹
M&E design at entry	
M&E Plan Implementation	
Overall Quality of M&E	
Implementation & Execution	Rating
Quality of UNDP Implementation/Oversight	
Quality of Implementing Partner Execution	
Overall quality of Implementation/Execution	
Assessment of Outcomes	Rating
Relevance	

³¹ Outcomes, Effectiveness, Efficiency, M&E, Implementation/Oversight & Execution, Relevance are rated on a 6-point scale: 6=Highly Satisfactory (HS), 5=Satisfactory (S), 4=Moderately Satisfactory (MS), 3=Moderately Unsatisfactory (MU), 2=Unsatisfactory (U), 1=Highly Unsatisfactory (HU). Sustainability is rated on a 4-point scale: 4=Likely (L), 3=Moderately Likely (ML), 2=Moderately Unlikely (MU), 1=Unlikely (U)

Effectiveness	
Efficiency	
Overall Project Outcome Rating	
Sustainability	Rating
Financial resources	
Socio-political/economic	
Institutional framework and governance	
Environmental	
Overall Likelihood of Sustainability	

6. TIMEFRAME

The total duration of the TE will be approximately 35 working days over a time period of 10 weeks starting on September 14, 2021 and shall not exceed five months from when the consultant(s) are hired. The tentative TE timeframe is as follows:

Timeframe	Activity
(September 14 – 16, 2021) 2-days September 16/2021 (the time will be adjusted upon discussion with the commissioning unit if field mission is not going to be done due to COVID-19)	Document review and preparation of TE Inception Report
(August 16-18, 2021) 2 days	Finalization and Validation of TE Inception Report; latest start of TE mission
(September 20 – October 20, 2021)	TE mission: stakeholder meetings, interviews, etc.
(October 25, 2021) 1 day	Mission wrap-up meeting & presentation of initial findings; earliest end of TE mission
(November 05, 2021) 10 days	Preparation of draft TE report
November 06, 2021	Circulation of draft TE report for comments
November 07, 2021	Incorporation of comments on draft TE report into Audit Trail & finalization of TE report
November 08, 2021	Preparation and Issuance of Management Response
November 09, 2021	Concluding Stakeholder Workshop
November 15, 2021	Expected date of full TE completion

Note: Options for site visits should be provided in the TE Inception Report. Flexibility on time will be considered; the stakeholder interviews, if done virtually, may require a longer than usual time period. This will be done upon the discussion with the commissioning unit.

7. E DELIVERABLES

#	Deliverable	Description	Timing	Responsibilities
1	TE Inception Report	TE team clarifies objectives, methodology and timing of the TE	August 14/2021 (the time will be adjusted upon discussion with the commissioning unit if field mission is not going to be done due to COVID-19)	TE team submits Inception Report to Commissioning Unit and project management
2	Presentation	Initial Findings	End of TE mission: October 20/2021	TE team presents to Commissioning Unit and project management
3	Draft TE Report	Full draft report (using guidelines on report content in ToR Annex C) with annexes	Within 3 weeks of end of TE mission: October 30/2021	TE team submits to Commissioning Unit; reviewed by RTA, Project Coordinating Unit, GEF OFP
5	Final TE Report* + Audit Trail	Revised final report and TE Audit trail in which the TE details how all received comments have (and have not) been addressed in the final TE report (See template in ToR Annex H)	Within 1 week of receiving comments on draft report November 15/2021	TE team submits both documents to the Commissioning Unit

*All final TE reports will be quality assessed by the UNDP Independent Evaluation Office (IEO). Details of the IEO's quality assessment of decentralized evaluations can be found in Section 6 of the UNDP Evaluation Guidelines.³²

8. TE ARRANGEMENTS

³² Access at: <http://web.undp.org/evaluation/guideline/section-6.shtml>

The principal responsibility for managing the TE resides with the Commissioning Unit. The Commissioning Unit for this project's TE is the UNDP- Ethiopia Country office.

The UNDP Country Office will i) contract the evaluators ii) procure venue and provide zoom/team platforms for virtual stakeholder consultations (inception and validation workshops). The Project Team will be responsible for liaising with the TE team to provide all relevant documents, set up stakeholder interviews, and arrange field visits where possible.

9. TE TEAM COMPOSITION

A team of two independent consultants (one international and one national) will conduct the TE. The International Consultant will be the team leader of this assignment and will be responsible for the overall design and writing of the TE report, ensuring a quality deliverable and adherence to the proposed timelines. The national consultant will assess emerging trends with respect to regulatory frameworks, budget allocations, capacity building, and work with the Project Team in developing the TE itinerary, etc.

The evaluator(s) cannot have participated in the project preparation, formulation and/or implementation (including the writing of the project document), must not have conducted this project's Mid-Term Review and should not have a conflict of interest with the project's related activities.

It is also important that the TE team need have to apply feasible methods and detail ways on managing and implementation of the study/assessment with the consideration that TE team members would able to operate remotely considering COVID 19 protocols.

The selection of evaluators will be aimed at maximizing the overall "team" qualities in the following areas:

Education

A Master's degree in, Environment Science, Natural Resource Management, Agricultural science, Development Studies or other closely related field, or other closely related field.;

Experience

- Relevant experience with results-based management evaluation methodologies.
- Experience applying SMART indicators and reconstructing or validating baseline scenarios.
- Competence in adaptive management, as applied to Land Degradation, Conservation or Climate Change Adaptation
- Experience in evaluating projects.
- Experience working in Africa.
- Experience in relevant technical areas for at least 10 years.
- Demonstrated understanding of issues related to gender and Land Degradation, experience in gender sensitive evaluation and analysis.
- Excellent communication skills.
- Demonstrable analytical skills.
- Project evaluation/review experience within United Nations system will be considered an asset.
- Fluency in Written and Spoken English

10. EVALUATOR ETHICS

The TE team will be held to the highest ethical standards and is required to sign a code of conduct upon acceptance of the assignment. This evaluation will be conducted in accordance with the principles outlined in

the UNEG 'Ethical Guidelines for Evaluation'. The evaluator must safeguard the rights and confidentiality of information providers, interviewees and stakeholders through measures to ensure compliance with legal and other relevant codes governing collection of data and reporting on data. The evaluator must also ensure security of collected information before and after the evaluation and protocols to ensure anonymity and confidentiality of sources of information where that is expected. The information knowledge and data gathered in the evaluation process must also be solely used for the evaluation and not for other uses without the express authorization of UNDP and partners.

11. Evaluation Criteria

Criteria	Weight	Max. Point
Technical Competence (based on CV, Proposal and interview (f required))	70%	100
Understanding the Scope of Work (SoW); comprehensiveness of the methodology/approach; and organization & completeness of the proposal	30	
Academic background	10	
Experience in similar consultancy projects	30	
Financial (Lower Offer/Offer*100)	30%	
Total Score	Technical Score * 70% + Financial Score * 30%	

12. PAYMENT SCHEDULE

Due to the current COVID-19 situation and its implications, a partial payment may be considered if the consultant invested time towards the deliverable but was unable to complete to circumstances beyond his/her control.

	Description of the Deliverables	Responsible Approving Authority	Percentage of Payment
1	Satisfactory delivery of the final TE Inception Report (As per the ToR)	Commissioning Unit	20%
2	Satisfactory delivery of the draft TE report to the Commissioning Unit (As per the ToR)	Commissioning Unit	40%
3	Satisfactory delivery of the final TE report (As per the ToR)	Commissioning Unit and RTA (via signatures on the TE Report Clearance Form) and delivery of completed TE Audit Trail	40%

- The final TE report includes all requirements outlined in the TE TOR and is in accordance with the TE guidance.
- The final TE report is clearly written, logically organized, and is specific for this project (i.e. text has not been cut & pasted from other TE reports).

- The Audit Trail includes responses to and justification for each comment listed.

NOTE:

All payments conditions will be in line with the UNDP's financial regulations, when determined by the Commissioning Unit and/or the consultant that a deliverable or service cannot be satisfactorily completed due to the impact of COVID-19 and limitations to the TE, that deliverable or service will not be paid.

Due to the current COVID-19 situation and its implications, a partial payment may be considered if the consultant invested time towards the deliverable but was unable to complete to circumstances beyond his/her control.

13. APPLICATION PROCESS³³

Recommended Presentation of Proposal:

- Letter of Confirmation of Interest and Availability** using the [template](#)³⁴ provided by UNDP;
- CV** and a **Personal History Form** ([P11 form](#)³⁵);
- Brief description **of approach to work/technical proposal** of why the individual considers him/herself as the most suitable for the assignment, and a proposed methodology on how they will approach and complete the assignment; (max 1 page)
- Financial Proposal** that indicates the all-inclusive fixed total contract price and all other travel related costs (such as flight ticket, per diem, etc), supported by a breakdown of costs, as per template attached to the [Letter of Confirmation of Interest template](#). If an applicant is employed by an organization/company/institution, and he/she expects his/her employer to charge a management fee in the process of releasing him/her to UNDP under Reimbursable Loan Agreement (RLA), the applicant must indicate at this point, and ensure that all such costs are duly incorporated in the financial proposal submitted to UNDP.

All application materials should be submitted to the address (insert mailing address) in a sealed envelope indicating the following reference "Consultant for Terminal Evaluation of Integrated Landscape Management to Enhance Food Security and Ecosystem Resilience in Ethiopia Project" or by email at the following address ONLY: *(insert email address)* by *(time and date)*. Incomplete applications will be excluded from further consideration.

Criteria for Evaluation of Proposal: Only those applications which are responsive and compliant will be evaluated. Offers will be evaluated according to the Combined Scoring method – where the educational background and experience on similar assignments will be weighted at 70% and the price proposal will weigh as 30% of the total scoring. The applicant receiving the Highest Combined Score that has also accepted UNDP's General Terms and Conditions will be awarded the contract.

³³ Engagement of evaluators should be done in line with guidelines for hiring consultants in the POPP <https://popp.undp.org/SitePages/POPPRoot.aspx>

³⁴ <https://intranet.undp.org/unit/bom/psa/Support%20documents%20on%20IC%20Guidelines/Template%20for%20Confirmation%20of%20Interest%20and%20Submission%20of%20Financial%20Proposal.docx>

³⁵ http://www.undp.org/content/dam/undp/library/corporate/Careers/P11_Personal_history_form.doc

Annex 2: TE Terms of Reference – National Consultant

GENERAL INFORMATION

Services/Work Description:	Conducting Project Terminal Evaluation
Project/Program Title:	Integrated Landscape Management to Enhance Food Security and Resilience in Ethiopia Project
Duty Station:	Addis Ababa
Type of the Contract:	National Individual Contract Team Expert
Duration:	Work to be carried out in 35-days period
Expected Start Date:	Immediately after concluding the contract agreement.

14. INTRODUCTION

In accordance with UNDP and GEF M&E policies and procedures, all full- and medium-sized UNDP-supported GEF-financed projects are required to undergo a Terminal Evaluation (TE) at the end of the project. This Terms of Reference (ToR) sets out the expectations for the TE of the full-sized project titled Integrated Landscape Management to Enhance Food Security and Ecosystem Resilience in Ethiopia (PIMS5559) implemented through the Environment, Forest and Climate Change Commission formerly known as Ministry of Environment, Forest and Climate Change. The project started on the 12th May 2017 and is in its fifth year of implementation. The TE process must follow the guidance outlined in the document [*'Guidance for Conducting Terminal Evaluations of UNDP-Supported, GEF-Financed Projects'*](#).

15. PROJECT BACKGROUND AND CONTEXT

The project is funded by Global Environment Facility (GEF), supported by the United Nations Development Programme (UNDP) and implemented by the by Environment, Forest, and Climate Change Commission (EFCCC) in seven regional states of 12 project sites/ woredas. The woredas/sites are Chiro and Doba in Oromia region, Angolelatera and Menzegera in Amhara region, Dugna Fango in SNNPR, Belate-Zuria in Sidama region, Raya Azebo and Tanqua Abergele in Tigray, Gursum and Tuliguled in Somali, and Aba'ala and Amibara in Afar region.

It is five years (2017 – 2021) project with a total budget envelop of USD 10,739,450 mobilized from the GEF and UNDP and parallel financing from the government of Ethiopia in kind contribution USD 14,965,431.

The project is in line with UNSDCF OUTCOME: By 2025, all people in Ethiopia live in a society resilient to environmental risks and adapted to climate change. The project contributed to UNSDCF Outputs(s): Strengthen resilience to shocks and crises SP 1.7; SP 2.7.

The project was implemented through three interrelated components:

Component 1: ensured effective multi-stakeholder platforms were in place to support the dissemination and to uptake of integrated approaches;

Component 2: developed specific approaches and put in place effective mechanisms to scale up across target sites and, more widely, in the country; and

Component 3: established a systematic monitoring, assessment, learning and knowledge management mechanism that supported influencing at a wider scale in Ethiopia. Infusing all components were a

commitment to gender-responsive development, in which women stakeholders within smallholder communities played a central role in economic and environmental transformations.

The project designed to enhance long-term sustainability and resilience of food production systems by addressing the environmental drivers of food insecurity in Ethiopia. The project intervention combined land management choices and Integrated Natural Resources Management (INRM) with water- and climate-smart agriculture, value chain support and gender responsiveness.

The under listed expected results of the projects that have different components, outcomes, outputs with indicative activities were achieved:

Component 1: Institutional frameworks for enhanced biodiversity and ecosystem goods and services within food production systems:

- Outcome 1.1 Multi-stakeholder and multi-scale platforms in support of integrated natural resources management in agricultural landscapes in place: This was achieved through the following outputs:
 - Output 1.2.1: Value chain approaches integrated with sustainable production systems, including reduction of post-harvest losses and focused on livestock, grazing and dung utilization.
 - Output 1.2.2: Selected value-chains strengthened in farming (including agro- biodiversity), horticultural crops, livestock and poultry

Component 2: Scaling up the Integrated Landscape Management approach to achieve improved productivity of smallholder food production systems and innovative transformations to non-farm livelihoods.

- Outcome 2.1 Increased land area and agro-ecosystems under Integrated Land Management and supporting significant biodiversity and the goods and services provided:
 - Output 2.1.1: 240,000 farm households in 12 pilot sites trained in improved soil and water management.
 - Output 2.1.2: 120,000 ha under diversified food production.
 - Output 2.1.3a: 10,000 ha of agro-pastoral systems under integrated management.
 - Output 2.1.3b: 240,000 farm households with increased access to food including through off-farm activities:
- Outcome 2.2: Increased in investment flows to integrate natural resources management:
 - Output 2.2.1: US\$11m investment leveraged by bilateral and multilateral organizations and the private sector
 - Output 2.2.2: 10 innovative funding mechanisms/incentive schemes in place in the project sites– including rainfall index insurance

Component 3: Knowledge Management, Learning, Monitoring and Assessment

- Outcome 3.1: Capacity and institutions in place to monitor and assess resilience, food security and GEBs
 - Output 3.1.1: Multi-scale monitoring of ecosystem services and global environmental benefits established at landscape level
 - Output 3.1.2: Framework for monitoring resilience established at national and landscape levels
 - Output 3.1.2: Framework for monitoring resilience established at national and landscape levels

- Output 3.1.4: Landscape-national level data integration tool established
- Output 3.1.5: Vital Signs monitoring landscapes established in each of the six regions
- Output 3.1.6: On-going monitoring of food security and environmental benefits in place
- Output 3.1.7: Action research and a learning framework in place for scaling up innovation

In Ethiopia, March 13th, 2020 was the first date that the Federal Ministry of Health has confirmed a coronavirus disease (COVID-19) case in Addis Ababa, Ethiopia. The case, which was announced on the 13th of March 2020, is the first one to be reported in Ethiopia since the beginning of the outbreak in China in December 2019³⁶.

As per the update from United Nations Ethiopia on Novel Corona Virus (COVID-19) as of the date May 30, 2021 on key highlights of countries statistics Ethiopia reported 145 new confirmed COVID-19 cases in the last 24 hours giving a total 271,345 confirmed cases as of 30 May 2021. A total of 4,155 deaths have been reported since the beginning of the outbreak with a Case Fatality Rate is 1.53%. Majority of the cases (215,319) have been reported by Addis Ababa and Oromia regions constituting 79.4% of the national tally 237,544 (87.54%) cases have recovered, however 697 confirmed cases are undergoing treatment in the treatment centers of which 413 are in severe condition the last 24 hours, 3,572 RT-PCR tests were conducted giving a cumulative 2,720,495 RT-PCR tests conducted. 29,644 total active cases and 770 recovered and discharged on the same day a total 1,805,006 population have been vaccinated that comprise of health workers (21%), population between 55-64 years (31%) and persons 65 years and above (48%)³⁷.

Thirty-four deaths reported in the last 24 hours and there is an average of 31 deaths per day for the last 7 days. Novel Corona Virus (COVID-19) UPDATE #359: 30th May 2021 a total of 271,345 confirmed 145 new cases in last 24 hours. A total of 4,155 Total Deaths (CFR 1.53) again a total of 237,544 Cumulative recovered (87.54%) was recorded in the country. In regional perspective: Addis Ababa 176, 918, Afar 2, 690, Amhara 11,473, Benishangul 3,543, Dire Dawa 5,273, Oromia 38,401, Somali 2,498, SNNP 8,777 and Tigray 7,602 was recorded as convicted cases on the date. The New Deaths of the date was 12 and 413 severe cases 3,572 New lab tests and Total Lab tested 2,720,495 and 770 New recoveries 29,644 Total active cases³⁸.

Case fatality rate (%) Global 2.08, Africa 2.70 and Ethiopia range with 1.53. The total Confirmed Cases 169,597,415 New cases 469,996 Deaths 3,530,582. The global cases have been increasing since early March and the global 3rd wave has not peaked 359:30th May 2021 Vaccine doses 1,546,316,352³⁹.

Hence as the above case and statistics shows that, there is high prevalence in main capital and other regional towns which we should take precautions during all data collection and in private activities.

16. TE PURPOSE

The TE report will assess the achievement of project results against what was expected to be achieved and draw lessons that can both improve the sustainability of benefits from this project, and aid in the overall enhancement of UNDP programming. The TE report promotes accountability and transparency and assesses the extent of project accomplishments.

³⁶ <https://www.afro.who.int/news/first-case-covid-19-confirmed-ethiopia>

³⁷ UNRCO INFO COVID-19 SITREP #359-COVID-19 situation report # 359

³⁸ UNRCO INFO COVID-19 SITREP #359-COVID-19 situation report # 359

³⁹ UNRCO INFO COVID-19 SITREP #359-COVID-19 situation report # 359

The objective of the TE is to assess project performance against expectations set out in the project's Logical Framework/Results Framework. The TE will assess results according to the criteria outlined in the Guidance for TEs of UNDP-supported GEF-financed Projects.

The results of the evaluation will significantly benefit the Government of Ethiopia, i.e. the regional states, programs/projects, the local governments, and communities. The best practices, approaches and principles from the TE can be adopted/adapted to similar areas for similar purposes. The recommendations from the evaluation can be used to inform the design of future projects and programs.

17. TE APPROACH & METHODOLOGY

The TE report must provide evidence-based information that is credible, reliable, and useful.

The TE team is expected to follow a participatory and consultative approach ensuring close engagement with the Project Team, government counterparts (the GEF Operational Focal Point), Implementing Partners, the UNDP Country Office(s), the Regional Technical Advisor, direct beneficiaries and other stakeholders.

Engagement of stakeholders is vital to a successful TE. Stakeholder involvement should include interviews with stakeholders who have project responsibilities, including but not limited to UNDP, EFCCC; executing agencies, senior officials and task team/ component leaders, key experts and consultants in the subject area, Project Board, project stakeholders, academia, local government and CSOs, etc. Additionally, the TE team is expected to conduct field missions to 7(seven) regional states including the following project sites (Angolelatera, Menzegera , Tanqua-Abergele, Raya-Azebo, Chiro, Doba, Dugna-Fango, Belate-Zuria, Tuliguled, Gursum, Aba'ala and Amibara).

The specific design and methodology for the TE should emerge from consultations between the TE team and the above-mentioned parties regarding what is appropriate and feasible for meeting the TE purpose and objectives and answering the evaluation questions. The TE team must use gender-responsive methodologies and tools and ensure that gender equality and women's empowerment, as well as other cross-cutting issues and SDGs are incorporated into the TE report.

The final methodological approach including interview schedule, field visits and data to be used in the evaluation must be clearly outlined in the TE Inception Report and be fully discussed and agreed between UNDP, stakeholders and the TE team.

The final report must describe the full TE approach taken and the rationale for the approach making explicit the underlying assumptions, challenges, strengths and weaknesses about the methods and approach of the evaluation.

All data collection approach & methodology should follow the COVID-19 safety measures & protocol. Hence the inception report should show on detailed and its outline for any adjusted evaluative approaches/ methodologies that are needed to implement the evaluation effectively, including safety guidance, extended desk reviews for primary use of national consultants and virtual stakeholder meetings and interviews by evaluators as applicable to communication technologies that maintain data quality & its reliability.

As of 11 March 2020, the World Health Organization (WHO) declared COVID-19 a global pandemic as the new coronavirus rapidly spread to all regions of the world. Though, travel restriction to the country and in the

country has been lifted under the strict control and maintaining all the covid-19 prevention protocols, the spread of coronavirus is still at pandemic.

If it is not possible to travel to or within the country for the TE mission then the TE team should develop a methodology that takes this into account the conduct of the TE virtually and remotely, including the use of remote interview methods and extended desk reviews, data analysis, surveys and evaluation questionnaires. This should be detailed in the TE Inception Report and agreed with the Commissioning Unit.

If all or part of the TE is to be carried out virtually then consideration should be taken for stakeholder availability, ability or willingness to be interviewed remotely. In addition, their accessibility to the internet/computer may be an issue as many government and national counterparts may be working from home. These limitations must be reflected in the final TE report.

If a data collection/field mission is not possible then remote interviews may be undertaken through telephone or online (skype, zoom etc.). International consultants can work remotely with national evaluator support in the field if it is safe for them to operate and travel. No stakeholders, consultants or UNDP staff should be put in harm's way and safety is the key priority.

A short validation mission may be considered if it is confirmed to be safe for staff, consultants, stakeholders and if such a mission is possible within the TE schedule. Equally, qualified and independent national consultants can be hired to undertake the TE and interviews in country as long as it is safe to do so.

18. DETAILED SCOPE OF THE TE

The TE will assess project performance against expectations set out in the project's Logical Framework/Results Framework (see ToR Annex A). The TE will assess results according to the criteria outlined in the [Guidance for TEs of UNDP-supported GEF-financed Projects](http://web.undp.org/evaluation/guideline/documents/GEF/TE_GuidanceforUNDP-supportedGEF-financedProjects.pdf) http://web.undp.org/evaluation/guideline/documents/GEF/TE_GuidanceforUNDP-supportedGEF-financedProjects.pdf.

The TE team will review all relevant sources of information including documents prepared during the preparation phase (i.e. PIF, UNDP Initiation Plan, UNDP Social and Environmental Screening Procedure/SESP) the Project Document, project reports including annual PIRs, project budget revisions, lesson learned reports, national strategic and legal documents, and any other materials that the team considers useful for this evidence-based evaluation. The TE team will review the baseline and midterm GEF focal area Core Indicators/Tracking Tools submitted to the GEF at the CEO endorsement and midterm stages and the terminal Core Indicators/Tracking Tools that must be completed before the TE field mission begins. The TE consultants are expected to follow a participatory and consultative approach ensuring close engagement with the Project Team, government counterparts (the GEF Operational Focal Point), Implementing Partners, the UNDP Country Office(s), the Regional Technical Advisor, direct beneficiaries and other stakeholders.

The Findings section of the TE report will cover the topics listed below. A full outline of the TE report's content is provided in ToR Annex C.

The asterisk “(*)” indicates criteria for which a rating is required.

Findings

- V. Project Design/Formulation
 - National priorities and country driven-ness

- Theory of Change
- Gender equality and women's empowerment
- Social and Environmental Standards (Safeguards)
- Analysis of Results Framework: project logic and strategy, indicators
- Assumptions and Risks
- Lessons from other relevant projects (e.g. same focal area) incorporated into project design
- Planned stakeholder participation
- Linkages between project and other interventions within the sector
- Management arrangements

VI. Project Implementation

- Adaptive management (changes to the project design and project outputs during implementation)
- Actual stakeholder participation and partnership arrangements
- Project Finance and Co-finance
- Monitoring & Evaluation: design at entry (*), implementation (*), and overall assessment of M&E (*)
- Implementing Agency (UNDP) (*) and Executing Agency (*), overall project oversight/implementation and execution (*)
- Risk Management, including Social and Environmental Standards (Safeguards)

VII. Project Results

- Assess the achievement of outcomes against indicators by reporting on the level of progress for each objective and outcome indicator at the time of the TE and noting final achievements
- Relevance (*), Effectiveness (*), Efficiency (*) and overall project outcome (*)
- Sustainability: financial (*), socio-political (*), institutional framework and governance (*), environmental (*), overall likelihood of sustainability (*)
- Country ownership
- Gender equality and women's empowerment
- Cross-cutting issues (poverty alleviation, improved governance, climate change mitigation and adaptation, disaster prevention and recovery, human rights, capacity development, South-South cooperation, knowledge management, volunteerism, etc., as relevant)
- GEF Additionally
- Catalytic Role / Replication Effect Progress to impact

VIII. Main Findings, Conclusions, Recommendations and Lessons Learned

- The TE team will include a summary of the main findings of the TE report. Findings should be presented as statements of fact that are based on analysis of the data.
- The section on conclusions will be written in light of the findings. Conclusions should be comprehensive and balanced statements that are well substantiated by evidence and logically connected to the TE findings. They should highlight the strengths, weaknesses and results of the project, respond to key evaluation questions and provide insights into the identification of and/or solutions to important problems or issues pertinent to project beneficiaries, UNDP and the GEF, including issues in relation to gender equality and women's empowerment.
- Recommendations should provide concrete, practical, feasible and targeted recommendations directed to the intended users of the evaluation about what actions to take and decisions to make.

The recommendations should be specifically supported by the evidence and linked to the findings and conclusions around key questions addressed by the evaluation.

- The TE report should also include lessons that can be taken from the evaluation, including best practices in addressing issues relating to relevance, performance and success that can provide knowledge gained from the particular circumstance (programmatic and evaluation methods used, partnerships, financial leveraging, etc.) that are applicable to other GEF and UNDP interventions. When possible, the TE team should include examples of good practices in project design and implementation.
- It is important for the conclusions, recommendations and lessons learned of the TE report to incorporate gender equality and empowerment of women.

The TE report will include an Evaluation Ratings Table, as shown below:

Table 2: Evaluation Ratings Table for Integrated Landscape Management to Enhance Food Security and Ecosystem Resilience in Ethiopia project

Monitoring & Evaluation (M&E)	Rating ⁴⁰
M&E design at entry	
M&E Plan Implementation	
Overall Quality of M&E	
Implementation & Execution	Rating
Quality of UNDP Implementation/Oversight	
Quality of Implementing Partner Execution	
Overall quality of Implementation/Execution	
Assessment of Outcomes	Rating
Relevance	
Effectiveness	
Efficiency	
Overall Project Outcome Rating	
Sustainability	Rating

⁴⁰ Outcomes, Effectiveness, Efficiency, M&E, Implementation/Oversight & Execution, Relevance are rated on a 6-point scale: 6=Highly Satisfactory (HS), 5=Satisfactory (S), 4=Moderately Satisfactory (MS), 3=Moderately Unsatisfactory (MU), 2=Unsatisfactory (U), 1=Highly Unsatisfactory (HU). Sustainability is rated on a 4-point scale: 4=Likely (L), 3=Moderately Likely (ML), 2=Moderately Unlikely (MU), 1=Unlikely (U)

Financial resources	
Socio-political/economic	
Institutional framework and governance	
Environmental	
Overall Likelihood of Sustainability	

19. TIMEFRAME

The total duration of the TE will be approximately 35 working days over a time period of 10 weeks starting on August 15, 2021 and shall not exceed five months from when the consultant(s) are hired. The tentative TE timeframe is as follows:

Timeframe	Activity
(August 23 – 24, 2021) 2-days August 24/2021 (the time will be adjusted upon discussion with the commissioning unit if field mission is not going to be done due to COVID-19)	Document review and preparation of TE Inception Report
(August 25-26, 2021) 2 days	Finalization and Validation of TE Inception Report; latest start of TE mission
(September 17 – October 1, 2021) 15 days	TE mission: stakeholder meetings, interviews, field visits, etc.
(October 3, 2021) 1 day	Mission wrap-up meeting & presentation of initial findings; earliest end of TE mission
(October 13, 2021) 10 days	Preparation of draft TE report
October 23, 2021	Circulation of draft TE report for comments
October 24, 2021	Incorporation of comments on draft TE report into Audit Trail & finalization of TE report
October 25, 2021	Preparation and Issuance of Management Response
October 26, 2021	Concluding Stakeholder Workshop
October 28, 2021	Expected date of full TE completion

Note: Options for site visits should be provided in the TE Inception Report. Flexibility on time will be considered; the stakeholder interviews, if done virtually, may require a longer than usual time period. This will be done upon the discussion with the commissioning unit.

20. TE DELIVERABLES

#	Deliverable	Description	Timing	Responsibilities
1	TE Inception Report	TE team clarifies objectives, methodology and timing of the TE	August 24/2021 (the time will be adjusted upon discussion with the commissioning unit if field mission is not going to be done due to COVID-19)	TE team submits Inception Report to Commissioning Unit and project management
2	Presentation	Initial Findings	End of TE mission: October 3/2021	TE team presents to Commissioning Unit and project management
3	Draft TE Report	Full draft report (using guidelines on report content in ToR Annex C) with annexes	Within 3 weeks of end of TE mission: October 13/2021	TE team submits to Commissioning Unit; reviewed by RTA, Project Coordinating Unit, GEF OFP
5	Final TE Report* + Audit Trail	Revised final report and TE Audit trail in which the TE details how all received comments have (and have not) been addressed in the final TE report (See template in ToR Annex H)	Within 1 week of receiving comments on draft report October 28/2021	TE team submits both documents to the Commissioning Unit

*All final TE reports will be quality assessed by the UNDP Independent Evaluation Office (IEO). Details of the IEO's quality assessment of decentralized evaluations can be found in Section 6 of the UNDP Evaluation Guidelines.⁴¹

21. TE ARRANGEMENTS

The principal responsibility for managing the TE resides with the Commissioning Unit. The Commissioning Unit for this project's TE is the UNDP- Ethiopia Country office.

The UNDP Country Office will i) contract the evaluators ii) ensure timely provision of per diems and travel arrangements within the country for the TE team; iii) procure venue and provide zoom/team platforms for virtual stakeholder consultations (inception and validation workshops). The Project Team will be responsible for liaising with the TE team to provide all relevant documents, set up stakeholder interviews, and arrange field visits where possible.

22. TE TEAM COMPOSITION

A team of two independent consultants (one international and one national) will conduct the TE. The International Consultant will be the team leader of this assignment and will be responsible for the overall design and writing of the TE report, ensuring a quality deliverable and adherence to the proposed timelines. The national consultant will assess emerging trends with respect to regulatory frameworks, budget allocations, capacity building, and work with the Project Team in developing the TE itinerary, etc.

The evaluator(s) cannot have participated in the project preparation, formulation and/or implementation (including the writing of the project document), must not have conducted this project's Mid-Term Review and should not have a conflict of interest with the project's related activities.

It is also important that the TE team need have to apply feasible methods and detail ways on managing and implementation of the study/assessment with the consideration that TE team members would able to operate remotely considering COVID 19 protocols.

The selection of evaluators will be aimed at maximizing the overall "team" qualities in the following areas:

Education

A Master's degree in, Environment Science, Natural Resource Management, Agricultural science, Development Studies or other closely related field, or other closely related field.;

Experience

- Relevant experience with results-based management evaluation methodologies.
- Competence In adaptive management, as applied to Land Degradation, Conservation or Climate Change Adaptation.
- Experience In evaluating projects.
- Experience In relevant technical areas for at least 5 years.

⁴¹ Access at: <http://web.undp.org/evaluation/guideline/section-6.shtml>

- Demonstrated understanding of issues related to gender and Land Degradation, experience in gender sensitive evaluation and analysis.
- Excellent communication skills; Demonstrable analytical skills; Project evaluation/review experience within United Nations system will be considered an asset.
- Fluency in written and spoken English.
- Fluency in written and spoken Amharic, knowledge of other local languages will be an advantage

23. EVALUATOR ETHICS

The TE team will be held to the highest ethical standards and is required to sign a code of conduct upon acceptance of the assignment. This evaluation will be conducted in accordance with the principles outlined in the UNEG 'Ethical Guidelines for Evaluation'. The evaluator must safeguard the rights and confidentiality of information providers, interviewees and stakeholders through measures to ensure compliance with legal and other relevant codes governing collection of data and reporting on data. The evaluator must also ensure security of collected information before and after the evaluation and protocols to ensure anonymity and confidentiality of sources of information where that is expected. The information knowledge and data gathered in the evaluation process must also be solely used for the evaluation and not for other uses without the express authorization of UNDP and partners.

24. Evaluation Criteria

Criteria for Evaluation of Proposal: Only those applications which are responsive and compliant will be evaluated. Offers will be evaluated according to the Combined Scoring method – where the educational background and experience on similar assignments will be weighted at 70% and the price proposal will weigh as 30% of the total scoring. The applicant receiving the Highest Combined Score that has also accepted UNDP's General Terms and Conditions will be awarded the contract.

Criteria	Weight	Max. Point
Technical Competence (based on CV, Proposal and interview (f required))	70%	100
Understanding the Scope of Work (SoW); comprehensiveness of the methodology/approach; and organization & completeness of the proposal	30	
Academic background	10	
Experience in similar consultancy projects	30	
Financial (Lower Offer/Offer*100)	30%	
Total Score	Technical Score * 70% + Financial Score * 30%	

25. PAYMENT SCHEDULE

Due to the current COVID-19 situation and its implications, a partial payment may be considered if the consultant invested time towards the deliverable but was unable to complete to circumstances beyond his/her control.

	Description of the Deliverables	Responsible Approving Authority	Percentage of Payment
1	Satisfactory delivery of the final TE Inception Report (As per the ToR)	UNDP	20%
2	Satisfactory delivery of the draft TE report to the Commissioning Unit (As per the ToR)	UNDP	40%
3	Satisfactory delivery of the final TE report (As per the ToR)	UNDP and RTA (via signatures on the TE Report Clearance Form) and delivery of completed TE Audit Trail	40%

- The final TE report includes all requirements outlined in the TE TOR and is in accordance with the TE guidance.
- The final TE report is clearly written, logically organized, and is specific for this project (i.e. text has not been cut & pasted from other TE reports).
- The Audit Trail includes responses to and justification for each comment listed.

NOTE:

All payments conditions will be in line with the UNDP's financial regulations, when determined by the Commissioning Unit and/or the consultant that a deliverable or service cannot be satisfactorily completed due to the impact of COVID-19 and limitations to the TE, that deliverable or service will not be paid.

Due to the current COVID-19 situation and its implications, a partial payment may be considered if the consultant invested time towards the deliverable but was unable to complete to circumstances beyond his/her control.

26. APPLICATION PROCESS⁴²

Recommended Presentation of Proposal:

⁴² Engagement of evaluators should be done in line with guidelines for hiring consultants in the POPP <https://popp.undp.org/SitePages/POPPRoot.aspx>

- e) **Letter of Confirmation of Interest and Availability** using the [template](#)⁴³ provided by UNDP;
- f) **CV** and a **Personal History Form** ([P11 form](#)⁴⁴);
- g) Brief description **of approach to work/technical proposal** of why the individual considers him/herself as the most suitable for the assignment, and a proposed methodology on how they will approach and complete the assignment; (max 1 page)
- h) **Financial Proposal** that indicates the all-inclusive fixed total contract price and all other travel related costs (such as flight ticket, per diem, etc), supported by a breakdown of costs, as per template attached to the [Letter of Confirmation of Interest template](#). If an applicant is employed by an organization/company/institution, and he/she expects his/her employer to charge a management fee in the process of releasing him/her to UNDP under Reimbursable Loan Agreement (RLA), the applicant must indicate at this point, and ensure that all such costs are duly incorporated in the financial proposal submitted to UNDP.

All application materials should be submitted to the address (insert mailing address) in a sealed envelope indicating the following reference “Consultant for Terminal Evaluation of Integrated Landscape Management to Enhance Food Security and Ecosystem Resilience in Ethiopia Project” or by email at the following address ONLY: *(insert email address) by (time and date)*. Incomplete applications will be excluded from further consideration.

⁴³ <https://intranet.undp.org/unit/bom/psa/Support%20documents%20on%20IC%20Guidelines/Template%20for%20Confirmation%20of%20Interest%20and%20Submission%20of%20Financial%20Proposal.docx>

⁴⁴ http://www.undp.org/content/dam/undp/library/corporate/Careers/P11_Personal_history_form.doc

**List
of persons**

Annex 3: List of documents reviewed and list of consulted online resources

- *An Evaluative Approach to Assessing GEF's Additionality*, <https://www.thegef.org/council-meeting-documents/evaluative-approach-assessing-gef-s-additionality>
- Empowering the invisible hands in the Integrated Landscape Management and Food Security project:
- *Firm Level Consultancy Service For Development And Establishment Of Satellite-Based Baseline And Monitoring System And Hereafter Quarterly Monitoring Until 2022* Contract Reference Number – UNDP/ETH0215.
- *GEF Food Security Program*.
- Global Environment Facility. GEF/C.31/5 May 15, 2007. GEF Council June 12-15, 2007. Agenda Item 11. *Comparative Advantages Of The Gef Agencies*.
- Global Environmental Facility. *GEF-6 INTEGRATED APPROACH PILOT (IAP) PROGRAMS. Synthesis Of Experiences And Emerging Lessons From Establishing And Operationalizing Governance Framework*.
- <http://196.188.95.53.:8082/>
- <http://www.resilientfoodsystems.co/news/multi-stakeholder-platforms-support-the-integration-of-sustainable-land-management-into-smallholder-farming-systems-in-ethiopia>
- <https://www.et.undp.org/content/ethiopia/en/home/blog/empowering-invisible-hands--the-case-of-iap-project-in-ethiopia.html>
- <https://www.et.undp.org/content/ethiopia/en/home/stories/vegetable-production-revitalizing-the-livelihood-of-poor-househo.html>
- <https://www.facebook.com/103869191123574/posts/286287312881760/>
- <https://www.resilientfoodsystems.co/news/rfs-gender-teams-are-working-to-promote-womens-empowerment-in-ethiopia>
- <https://www.resilientfoodsystems.co/news/tapping-the-untapped-potential-women-farmers-are-critical-partners-in-ethiopias-fight-against-hunger>
- <https://www.thegef.org/news/gef-funded-program-resilient-food-security-targets-smallholder-farmers-12-african-countries>
- <https://www.thegef.org/project/food-iap-integrated-landscape-management-enhance-food-security-and-ecosystem-resilience>
- Independent Evaluation Office of the GEF. *Evaluation Of GEF Support In Fragile And Conflict-Affected Situations* (November 2020).

- Independent Evaluation Office of the GEF. Formative Review of the Integrated Approach Pilot Programs. July 2018.
- Independent Evaluation Office of UNDP. *Evaluation of UNDP Support to Conflict-Affected Countries* (December 2020).
- Mid Term Review
- Project best practices Documentary video: <https://youtu.be/aPOb7j0FQ9s>
- Project Document
- Project Implementation Reports (2021, 2020, 2019, 2018)
- Web-based integrated system accessible <http://196.188.95.53:8082/>

Annex 4: Evaluation Question Matrix (evaluation criteria with key questions, indicators, sources of data, and methodology)

Evaluative Criteria Questions	Indicators	Sources	Methodology
Relevance: How does the project relate to the main objectives of the GEF focal area, and to the environment and development priorities at the local, regional and national levels?			
<ul style="list-style-type: none"> Does the project relate to the GEF focal area and has it been designed to deliver global environmental benefits in line with relevant objectives? 	<ul style="list-style-type: none"> The project includes the relevant GEF outcomes, outputs and indicators The project makes explicit links with global goals 	<ul style="list-style-type: none"> Project Document GEF Focal Area Strategies PIF 	<ul style="list-style-type: none"> Desk Review of Documents
<ul style="list-style-type: none"> Was the project relevant to the needs and priorities of the target groups/beneficiaries? Were they consulted during design and implementation of the project? 	<ul style="list-style-type: none"> The project design includes explicit links (indicators, outputs, outcomes) to the development and environmental needs of target groups and beneficiaries. 	<ul style="list-style-type: none"> Project Document Stakeholders 	<ul style="list-style-type: none"> Desk Review of Documents Interviews
<ul style="list-style-type: none"> Did the project's theory of change clearly articulate assumptions about why the project approach is expected to produce the desired change? Was the theory of change grounded in evidence? 	<ul style="list-style-type: none"> Articulation of assumptions and set up of ToC? 	<ul style="list-style-type: none"> Project Document 	<ul style="list-style-type: none"> Desk Review of Documents
<ul style="list-style-type: none"> To what extent was the project in line with the national development priorities, the country programme's outputs and outcomes, the UNDP Strategic Plan and the SDGs? 	<ul style="list-style-type: none"> The project design includes explicit links (indicators, outputs, outcomes) to the development and environmental policies. 	<ul style="list-style-type: none"> Project Document National development strategies, energy policies, Nationally Determined Contributions, etc. PIF 	<ul style="list-style-type: none"> Desk Review of Documents
<ul style="list-style-type: none"> Does the project have an explicit Theory of Change? If so, is the project's Theory of Change relevant to addressing the development challenge(s) identified? 	<ul style="list-style-type: none"> The Theory of Change clearly indicates how project interventions and projected results will contribute to the reduction of the major barriers The Theory of Change clearly identifies beneficiary groups and defines how their capabilities will be enhanced by the project. 	<ul style="list-style-type: none"> Project Document PIF 	<ul style="list-style-type: none"> Desk Review of Documents
<ul style="list-style-type: none"> Does the project directly and adequately address the needs of beneficiaries? Is the project relevant with the country priorities? Does it provide the most effective route towards expected/intended results? 	<ul style="list-style-type: none"> The project design includes explicit links to addressing the needs of beneficiary country. Strategy of project relevant vis-à-vis countries needs 	<ul style="list-style-type: none"> Project Document PIF 	<ul style="list-style-type: none"> Desk Review of Documents
<ul style="list-style-type: none"> Is the project's results framework relevant to the development challenges and are results at the appropriate level? 	<ul style="list-style-type: none"> The project results framework adequately measures impact The project indicators are SMART Indicator baselines are clearly defined and populated, and milestones and targets are The results framework is comprehensive and demonstrates systematic links to the theory of change The result framework is adequately ambitious vis-à-vis resources, timeliness, and feasibility 	<ul style="list-style-type: none"> Project Document PIF 	<ul style="list-style-type: none"> Desk Review of Documents Stakeholder Interviews

<ul style="list-style-type: none"> Is the project appropriately aligned with relevant UN system priorities (UNDP) including thematic objectives? 	<ul style="list-style-type: none"> The project's results framework includes relevant thematic outcomes and indicators from the UNDP Strategic Plan, the UNDAF, UNDP CPD and other relevant corporate objectives 	<ul style="list-style-type: none"> Project Document UNDP CPD, UNDAF, SP Corporate documents 	<ul style="list-style-type: none"> Desk Review of Documents
<ul style="list-style-type: none"> Have the relevant stakeholders been adequately identified and have their views, needs and rights been considered during design and implementation? 	<ul style="list-style-type: none"> The stakeholder mapping and associated engagement plan includes all relevant stakeholders and appropriate modalities for engagement. Planning and implementation have been participatory and inclusive 	<ul style="list-style-type: none"> Stakeholder mapping/engagement plan and reporting Quarterly Reports Annual Reports (PIR) Stakeholder Consultation Reports 	<ul style="list-style-type: none"> Desk Review of Documents Stakeholder Interviews
<ul style="list-style-type: none"> Have the interventions of the project been adequately considered in the context of other development activities being undertaken in the same or related thematic area? 	<ul style="list-style-type: none"> A Partnership framework has been developed that incorporates parallel initiatives, key partners and identifies complementarities 	<ul style="list-style-type: none"> Project Document Quarterly Reports Annual Reports (PIR) Stakeholder mapping/engagement plan and reporting 	<ul style="list-style-type: none"> Desk Review of Documents Stakeholder Interviews
<ul style="list-style-type: none"> Have relevant lessons learned from previous projects informed the design, implementation, risk management and monitoring of the project? 	<ul style="list-style-type: none"> Lessons learned are explicitly identified and integrated into all aspects of the Project Document 	<ul style="list-style-type: none"> Project Document PIF 	<ul style="list-style-type: none"> Desk Review of Documents
<ul style="list-style-type: none"> Did the project design adequately identify, assess and design appropriate mitigation actions for the potential social and environmental risks posed by its interventions? Risk management? 	<ul style="list-style-type: none"> Risk and risk management identification. 	<ul style="list-style-type: none"> Project Document 	<ul style="list-style-type: none"> Desk Review of Documents
Effectiveness: To what extent have the expected outcomes and objectives of the project been achieved?			
<ul style="list-style-type: none"> Has the project achieved its output and outcome level objectives? 	<ul style="list-style-type: none"> The project has met or exceeded the output and outcome indicator end-of-project targets 	<ul style="list-style-type: none"> Quarterly Reports Annual Reports (PIR) Monitoring Reports Beneficiary testimony Interviews Pilot Data Analysis/Reports 	<ul style="list-style-type: none"> Desk Review of Documents Interviews with project staff, (current and former), stakeholders and beneficiaries
<ul style="list-style-type: none"> To what extent did the project contribute to the country programme outcomes and outputs, the SDGs, the UNDP Strategic Plan and national development priorities? 	<ul style="list-style-type: none"> The project has met or exceeded the output and outcome indicator end-of-project targets related to SDGs, UNDP strategic plan, and/or national development priorities. 	<ul style="list-style-type: none"> Quarterly Reports Annual Reports (PIR) Monitoring Reports Pilot Data Analysis/Reports 	<ul style="list-style-type: none"> Desk Review of Documents Interviews with project staff, (current and former)
<ul style="list-style-type: none"> What factors have contributed to achieving or not achieving intended country programme outputs and outcomes? 	<ul style="list-style-type: none"> Factors that have hindered or that have aided in implementation. 	<ul style="list-style-type: none"> Steering Committee Meeting Minutes Quarterly Reports Annual Reports (PIR) 	<ul style="list-style-type: none"> Desk Review of Documents Interviews of stakeholders
<ul style="list-style-type: none"> Were lessons learned captured and integrated into project planning and decision-making? 	<ul style="list-style-type: none"> Lessons learned have been captured periodically and/or at project end 	<ul style="list-style-type: none"> Steering Committee Meeting Minutes Quarterly Reports Annual Reports (PIR) 	<ul style="list-style-type: none"> Desk Review of Documents Interviews with project staff,

			stakeholders and beneficiaries
<ul style="list-style-type: none"> Were there opportunities to adapt implementation processes to conditions presented during project execution? 	<ul style="list-style-type: none"> Adaptive management measures aligned and / or implemented 	<ul style="list-style-type: none"> Steering Committee Meeting Minutes Quarterly Reports Annual Reports (PIR) 	<ul style="list-style-type: none"> Desk Review of Documents
<ul style="list-style-type: none"> Were there issues with communication which affected effectiveness? 	<ul style="list-style-type: none"> Communication between and among stakeholders. 	<ul style="list-style-type: none"> Project planning documents. 	<ul style="list-style-type: none"> Document review Interviews with stakeholders, particularly project staff
<ul style="list-style-type: none"> How well were risks (including those identified in the Social and Environmental Screening (SES) Checklist), assumptions and impact drivers being managed? 	<ul style="list-style-type: none"> A clearly defined risk identification, categorization and mitigation strategy. 	<ul style="list-style-type: none"> ATLAS Risk Log M&E Reports Midterm review 	<ul style="list-style-type: none"> Desk Review of Documents Interviews with project staff, stakeholders and beneficiaries
<ul style="list-style-type: none"> Were relevant counterparts from government and civil society involved in project implementation, including as part of the project steering committee? 	<ul style="list-style-type: none"> The steering committee participation included representatives from key institutions in Government 	<ul style="list-style-type: none"> Steering Committee Meeting Minutes 	<ul style="list-style-type: none"> Interviews with project staff, stakeholders and beneficiaries
<ul style="list-style-type: none"> Has the project contributed directly to any changes in legislation or policy in line with the project's objectives? 	<ul style="list-style-type: none"> Draft legislation has been developed or enacted. 	<ul style="list-style-type: none"> Draft legislation Policy Documents Action/Implementation Plans 	<ul style="list-style-type: none"> Desk Review of Documents
<ul style="list-style-type: none"> Has the project carefully considered the thematic issues related to human right/gender? 	<ul style="list-style-type: none"> The project results framework has incorporated gender equality considerations, as relevant. The project prioritized the most vulnerable as key beneficiaries 	<ul style="list-style-type: none"> Gender Mainstreaming Plan Project Document Stakeholder analysis and engagement plan 	<ul style="list-style-type: none"> Desk Review of Documents
<ul style="list-style-type: none"> Efficiency: Was the project implemented efficiently, in-line with international and national norms and standards? 			
<ul style="list-style-type: none"> Did the project adjust dynamically to reflect changing national priorities/external evaluations during implementation to ensure it remained relevant? 	<ul style="list-style-type: none"> The project demonstrated adaptive management and changes were integrated into project planning and implementation through adjustments to annual work plans, budgets and activities Changes to AWP/Budget were made based on mid-term or other external evaluation Any changes to the project's planned activities were approved by the Steering Committee Any substantive changes (outcome-level changes) approved by the Steering Committee and donor, as required Any changes based on midterm review 	<ul style="list-style-type: none"> Annual Work Plans Steering Committee Meeting Reports Quarterly Reports Annual Reports (PIR) Stakeholder/beneficiary testimony Revised Project Results Framework Midterm review 	<ul style="list-style-type: none"> Desk Review of Documents Interviews with project staff, stakeholders and beneficiaries
<ul style="list-style-type: none"> To what extent were the Project results delivered with the greatest value for money and/or in a timely manner? To what extent have resources been used efficiently? Have activities supporting the strategy been cost-effective? 	<ul style="list-style-type: none"> Value for money analyses, requests for information, market surveys and other market intelligence were undertaken for key procurements. Procurement is done on a competitive basis, where relevant. 	<ul style="list-style-type: none"> Procurement Evaluation Documents 	<ul style="list-style-type: none"> Desk Review of Documents Interviews with project staff and government stakeholders

<ul style="list-style-type: none"> Was co-financing adequately estimated during project design (sources, type, value, relevance), tracked during implementation and what were the reasons for any differences between expected and realised co-financing? 	<ul style="list-style-type: none"> Co-financing was realized in keeping with original estimates Co-financing was tracked continuously throughout the project lifecycle and deviations identified and alternative sources identified Co-financiers were actively engaged throughout project implementation 	<ul style="list-style-type: none"> Annual Work Plans Steering Committee Meeting Reports Quarterly Reports Annual Reports (PIR) 	<ul style="list-style-type: none"> Desk Review of Documents Interviews with project staff, stakeholders and beneficiaries
<ul style="list-style-type: none"> Was the level of implementation support provided by UNDP adequate and in keeping with the implementation modality and any related agreements? 	<ul style="list-style-type: none"> Technical support to the Executing Agency and project team were timely and of acceptable quality. Management inputs and processes, including budgeting and procurement, were adequate 	<ul style="list-style-type: none"> UNDP project support documents (emails, procurement/recruitment documents) Quarterly Reports Annual Reports (PIR) 	<ul style="list-style-type: none"> Desk Review of Documents Interviews with project staff, UNDP personnel
<ul style="list-style-type: none"> Has the M&E plan been well-formulated, and has it served as an effective tool to support project implementation? Financial oversight? 	<ul style="list-style-type: none"> The M&E plan has an adequate budget and was adequately funded The logical framework was used during implementation as a management and M&E tool There was compliance with the financial and narrative reporting requirements (timeliness and quality) Monitoring and reporting has been at both the activity and results levels 	<ul style="list-style-type: none"> Project Document M&E Plan AWPs FACE forms Quarterly Narrative Reports Interview reports 	<ul style="list-style-type: none"> Desk Review of Documents Interviews with project staff and government stakeholders
<ul style="list-style-type: none"> Gender Equality and Women's Empowerment:/human rights? How did the project contribute to gender equality and women's empowerment in particular and human rights in general? Cross – cutting issues. 			
<ul style="list-style-type: none"> Did the project analyse gender issues, gender differential matters? Did the project include gender equality matters in its design/implementation? <p>To what extent does the project contribute to gender equality, the empowerment of women and the human rights-based approach?</p> <p>To what extent has the project promoted positive changes in women participation? Were there any unintended effects?</p>	<ul style="list-style-type: none"> Existence and use of a monitoring and reporting system/activities with gender differentiated data. 	<ul style="list-style-type: none"> Project Reports Monitoring and evaluation reports and data 	<ul style="list-style-type: none"> Document analysis
<ul style="list-style-type: none"> Did the project have a gender strategy? Did the project work on issues related to women's empowerment? 	<ul style="list-style-type: none"> Gender strategy Gender responsive strategies 	<ul style="list-style-type: none"> Interview data 	<ul style="list-style-type: none"> Interviews
<ul style="list-style-type: none"> What impacts COVID-19 brought to the gained women empowerment by the project? 	<ul style="list-style-type: none"> Differential impact of COVID-19 factors upon women. 	<ul style="list-style-type: none"> Interview findings 	<ul style="list-style-type: none"> Interviews
<ul style="list-style-type: none"> Human Rights: To what extent have poor, indigenous and physically challenged women and other disadvantaged and marginalised groups benefited from the project? 	<ul style="list-style-type: none"> Inclusion of not or disadvantaged or marginalised groups included as project beneficiaries. 	<ul style="list-style-type: none"> Interview findings 	<ul style="list-style-type: none"> Interviews

Sustainability: To what extent are there financial, institutional, social-economic, and/or environmental risks to sustaining long-term project results?			
• To what extent does the interventions have well-designed and well-planned exit strategy?	• The exit strategy includes explicit interventions to ensure overall sustainability of relevant activities	• Project Exit Strategy	Desk Review of Documents •
• Are there financial risks that may jeopardize the sustainability of project outputs and outcomes? To what extent will financial and economic resources be available to sustain the benefits achieved by the project?	• The exit strategy includes explicit interventions to ensure financial sustainability of relevant activities	• Project Exit Strategy • Risk Log	• Desk Review of Documents
• Do the legal frameworks, policies, and governance structures and processes within which the project operates pose risks that may jeopardize sustainability of project benefits?	• The exit strategy identifies relevant socio-political risks and includes explicit interventions to mitigate same	• Project Exit Strategy • Risk Log	• Desk Review of Documents
• Have key stakeholders identified their interest in project benefits beyond project-end and accepted responsibility for ensuring that project benefits continue to flow?	• Key stakeholders are assigned specific, agreed roles and responsibilities outlined in the exit strategy • MOU(s) exist for further activities	• Project Exit Strategy • Risk Log • MOU(s)	• Desk Review of Documents
• Are there ongoing activities that may pose an environmental threat to the sustainability of project outcomes?	• The exit strategy identifies relevant environmental risks and includes explicit interventions to mitigate same	• Project Exit Strategy • Risk Log	• Desk Review of Documents
• Does the negative impacts of COVID-19 hinder the sustainability of the project gains?	• Indications of COVID-19 impacts thus far.	• Documents • Stakeholders	Desk Review of Documents • Interviews
Impact: Are there indications that the project has contributed to, or enabled progress toward, reduced environmental stress and/or improved ecological status? Effects: Has the project had any effects, in particular sustainable effects?			
• Are there verifiable improvements in ecological status, or reductions in ecological stress, that can be linked directly to project interventions?	• The project has contributed directly to improved ecological conditions.	• Quarterly Reports • Annual Reports (PIR) • Monitoring Reports • Pilot Data Analysis/Reports	• Desk Review of Documents • Interviews
Has the project had sustainable effects? For instance, has the project contributed directly to any changes in norms, policies or aligned with project's objectives?	• Draft legislation • Approved legislation • Policy Documents	• Action/Implementation Plans • Tracking tools	• Desk Review of Documents • Stakeholder interviews (government)

Evaluative Criteria Questions	Indicators	Sources	Methodology
Relevance: How does the project relate to the main objectives of the GEF focal area, and to the environment and development priorities at the local, regional and national levels?			

<ul style="list-style-type: none"> Does the project relate to the GEF focal area and has it been designed to deliver global environmental benefits in line with relevant objectives? 	<ul style="list-style-type: none"> The project includes the relevant GEF outcomes, outputs and indicators The project makes explicit links with global goals 	<ul style="list-style-type: none"> Project Document GEF Focal Area Strategies PIF 	<ul style="list-style-type: none"> Desk Review of Documents
<ul style="list-style-type: none"> Is the project aligned to national development objectives, broadly, and to national energy transition priorities specifically? 	<ul style="list-style-type: none"> The project design includes explicit links (indicators, outputs, outcomes) to the development and environmental policies. 	<ul style="list-style-type: none"> Project Document National development strategies, energy policies, Nationally Determined Contributions, etc. PIF 	<ul style="list-style-type: none"> Desk Review of Documents
<ul style="list-style-type: none"> Does the project have an explicit Theory of Change? If so, is the project's Theory of Change relevant to addressing the development challenge(s) identified? 	<ul style="list-style-type: none"> The Theory of Change clearly indicates how project interventions and projected results will contribute to the reduction of the major barriers The Theory of Change clearly identifies beneficiary groups and defines how their capabilities will be enhanced by the project. 	<ul style="list-style-type: none"> Project Document PIF 	<ul style="list-style-type: none"> Desk Review of Documents
<ul style="list-style-type: none"> Does the project directly and adequately address the needs of beneficiaries? Is the project relevant with the country priorities? Does it provide the most effective route towards expected/intended results? 	<ul style="list-style-type: none"> The project design includes explicit links to addressing the needs of beneficiary country. Strategy of POPs Turkey relevant vis-à-vis countries needs 	<ul style="list-style-type: none"> Project Document PIF 	<ul style="list-style-type: none"> Desk Review of Documents
<ul style="list-style-type: none"> Is the project's results framework relevant to the development challenges and are results at the appropriate level? 	<ul style="list-style-type: none"> The project results framework adequately measures impact The project indicators are SMART Indicator baselines are clearly defined and populated, and milestones and targets are The results framework is comprehensive and demonstrates systematic links to the theory of change The result framework is adequately ambitious vis-à-vis resources, timeliness, and feasibility 	<ul style="list-style-type: none"> Project Document PIF 	<ul style="list-style-type: none"> Desk Review of Documents Stakeholder Interviews
<ul style="list-style-type: none"> Is the project appropriately aligned with relevant UN system priorities (UNDP, UNIDO) including thematic objectives? 	<ul style="list-style-type: none"> The project's results framework includes relevant thematic outcomes and indicators from the UNDP Strategic Plan, UNIDO's plans, the UNDAF, UNDP CPD and other relevant corporate objectives 	<ul style="list-style-type: none"> Project Document UNDP CPD, UNDAF, SP UNIDO Corporate documents 	<ul style="list-style-type: none"> Desk Review of Documents

<ul style="list-style-type: none"> Have the relevant stakeholders been adequately identified and have their views, needs and rights been considered during design and implementation? 	<ul style="list-style-type: none"> The stakeholder mapping and associated engagement plan includes all relevant stakeholders and appropriate modalities for engagement. Planning and implementation have been participatory and inclusive 	<ul style="list-style-type: none"> Stakeholder mapping/engagement plan and reporting Quarterly Reports Annual Reports (PIR) Stakeholder Consultation Reports 	<ul style="list-style-type: none"> Desk Review of Documents Stakeholder Interviews
<ul style="list-style-type: none"> Have the interventions of the project been adequately considered in the context of other development activities being undertaken in the same or related thematic area? 	<ul style="list-style-type: none"> A Partnership framework has been developed that incorporates parallel initiatives, key partners and identifies complementarities 	<ul style="list-style-type: none"> Project Document Quarterly Reports Annual Reports (PIR) Stakeholder mapping/engagement plan and reporting 	<ul style="list-style-type: none"> Desk Review of Documents Stakeholder Interviews
<ul style="list-style-type: none"> Have relevant lessons learned from previous projects informed the design, implementation, risk management and monitoring of the project? 	<ul style="list-style-type: none"> Lessons learned are explicitly identified and integrated into all aspects of the Project Document 	<ul style="list-style-type: none"> Project Document PIF 	<ul style="list-style-type: none"> Desk Review of Documents
<ul style="list-style-type: none"> Did the project design adequately identify, assess and design appropriate mitigation actions for the potential social and environmental risks posed by its interventions? Risk management? 	<ul style="list-style-type: none"> Risk and risk management identification. 	<ul style="list-style-type: none"> Project Document 	<ul style="list-style-type: none"> Desk Review of Documents
Effectiveness: To what extent have the expected outcomes and objectives of the project been achieved?			
<ul style="list-style-type: none"> Has the project achieved its output and outcome level objectives? 	<ul style="list-style-type: none"> The project has met or exceeded the output and outcome indicator end-of-project targets 	<ul style="list-style-type: none"> Quarterly Reports Annual Reports (PIR) Monitoring Reports Beneficiary testimony Interviews Pilot Data Analysis/Reports 	<ul style="list-style-type: none"> Desk Review of Documents Interviews with project staff, (current and former), stakeholders and beneficiaries
<ul style="list-style-type: none"> Were lessons learned captured and integrated into project planning and decision-making? Were there opportunities to adapt implementation processes to conditions presented during project execution? 	<ul style="list-style-type: none"> Lessons learned have been captured periodically and/or at project end 	<ul style="list-style-type: none"> Steering Committee Meeting Minutes Quarterly Reports Annual Reports (PIR) 	<ul style="list-style-type: none"> Desk Review of Documents Interviews with project staff, stakeholders and beneficiaries
<ul style="list-style-type: none"> Were there issues with communication which affected effectiveness? 	<ul style="list-style-type: none"> Communication between and among stakeholders. 	<ul style="list-style-type: none"> Project planning documents. 	<ul style="list-style-type: none"> Document review Interviews with stakeholders,

			particularly project staff
<ul style="list-style-type: none"> How well were risks (including those identified in the Social and Environmental Screening (SES) Checklist), assumptions and impact drivers being managed? 	<ul style="list-style-type: none"> A clearly defined risk identification, categorization and mitigation strategy. 	<ul style="list-style-type: none"> ATLAS Risk Log M&E Reports Midterm review 	<ul style="list-style-type: none"> Desk Review of Documents Interviews with project staff, stakeholders and beneficiaries
<ul style="list-style-type: none"> Were relevant counterparts from government and civil society involved in project implementation, including as part of the project steering committee? 	<ul style="list-style-type: none"> The steering committee participation included representatives from key institutions in Government 	<ul style="list-style-type: none"> Steering Committee Meeting Minutes 	<ul style="list-style-type: none"> Interviews with project staff, stakeholders and beneficiaries
<ul style="list-style-type: none"> Has the project contributed directly to any changes in legislation or policy in line with the project's objectives? 	<ul style="list-style-type: none"> Draft legislation has been developed or enacted. 	<ul style="list-style-type: none"> Draft legislation Policy Documents Action/Implementation Plans 	<ul style="list-style-type: none"> Desk Review of Documents
<ul style="list-style-type: none"> Has the project carefully considered the thematic issues related to human right/gender? 	<ul style="list-style-type: none"> The project results framework has incorporated gender equality considerations, as relevant. The project prioritized the most vulnerable as key beneficiaries 	<ul style="list-style-type: none"> Gender Mainstreaming Plan Project Document Stakeholder analysis and engagement plan 	<ul style="list-style-type: none"> Desk Review of Documents
<ul style="list-style-type: none"> Efficiency: Was the project implemented efficiently, in-line with international and national norms and standards? 			
<ul style="list-style-type: none"> Did the project adjust dynamically to reflect changing national priorities/external evaluations during implementation to ensure it remained relevant? 	<ul style="list-style-type: none"> The project demonstrated adaptive management and changes were integrated into project planning and implementation through adjustments to annual work plans, budgets and activities Changes to AWP/Budget were made based on mid-term or other external evaluation Any changes to the project's planned activities were approved by the Steering Committee Any substantive changes (outcome-level changes) approved by the Steering Committee and donor, as required Any changes based on midterm review 	<ul style="list-style-type: none"> Annual Work Plans Steering Committee Meeting Reports Quarterly Reports Annual Reports (PIR) Stakeholder/beneficiary testimony Revised Project Results Framework Midterm review 	<ul style="list-style-type: none"> Desk Review of Documents Interviews with project staff, stakeholders and beneficiaries
<ul style="list-style-type: none"> To what extent were the Project results delivered with the greatest value for money? 	<ul style="list-style-type: none"> Value for money analyses, requests for information, market surveys and other market intelligence were undertaken for key procurements. 	<ul style="list-style-type: none"> Procurement Evaluation Documents 	<ul style="list-style-type: none"> Desk Review of Documents Interviews with project staff and

	<ul style="list-style-type: none"> Procurement is done on a competitive basis, where relevant. 		government stakeholders
<ul style="list-style-type: none"> Was co-financing adequately estimated during project design (sources, type, value, relevance), tracked during implementation and what were the reasons for any differences between expected and realised co-financing? 	<ul style="list-style-type: none"> Co-financing was realized in keeping with original estimates Co-financing was tracked continuously throughout the project lifecycle and deviations identified and alternative sources identified Co-financiers were actively engaged throughout project implementation 	<ul style="list-style-type: none"> Annual Work Plans Steering Committee Meeting Reports Quarterly Reports Annual Reports (PIR) 	<ul style="list-style-type: none"> Desk Review of Documents Interviews with project staff, stakeholders and beneficiaries
<ul style="list-style-type: none"> Was the level of implementation support provided by UNDP and UNIDO adequate and in keeping with the implementation modality and any related agreements? 	<ul style="list-style-type: none"> Technical support to the Executing Agency and project team were timely and of acceptable quality. Management inputs and processes, including budgeting and procurement, were adequate 	<ul style="list-style-type: none"> UNDP/UNIDO project support documents (emails, procurement/recruitment documents) Quarterly Reports Annual Reports (PIR) 	<ul style="list-style-type: none"> Desk Review of Documents Interviews with project staff, UNDP personnel
<ul style="list-style-type: none"> Has the M&E plan been well-formulated, and has it served as an effective tool to support project implementation? Financial oversight? 	<ul style="list-style-type: none"> The M&E plan has an adequate budget and was adequately funded The logical framework was used during implementation as a management and M&E tool There was compliance with the financial and narrative reporting requirements (timeliness and quality) Monitoring and reporting has been at both the activity and results levels 	<ul style="list-style-type: none"> Project Document M&E Plan AWPs FACE forms Quarterly Narrative Reports Interview reports 	<ul style="list-style-type: none"> Desk Review of Documents Interviews with project staff and government stakeholders
<ul style="list-style-type: none"> Gender Equality and Women's Empowerment: How did the project contribute to gender equality and women's empowerment? 			
<ul style="list-style-type: none"> Did the project analyse gender issues, gender differential matters? Did the POPs project include gender equality matters in its design/implementation? 	<ul style="list-style-type: none"> Existence and use of a monitoring and reporting system/activities with gender differentiated data. 	<ul style="list-style-type: none"> Project Reports 	<ul style="list-style-type: none"> Document analysis
<ul style="list-style-type: none"> Did the project have a gender strategy? Did the project work on issues related to women's empowerment? 	<ul style="list-style-type: none"> Gender strategy Gender responsive strategies 	<ul style="list-style-type: none"> Interview data 	<ul style="list-style-type: none"> Interviews
<ul style="list-style-type: none"> Sustainability: To what extent are there financial, institutional, social-economic, and/or environmental risks to sustaining long-term project results? 			
<ul style="list-style-type: none"> Are there financial risks that may jeopardize the sustainability of project outcomes? 	<ul style="list-style-type: none"> The exit strategy includes explicit interventions to ensure financial sustainability of relevant activities 	<ul style="list-style-type: none"> Project Exit Strategy Risk Log 	<ul style="list-style-type: none"> Desk Review of Documents

<ul style="list-style-type: none"> Do the legal frameworks, policies, and governance structures and processes within which the project operates pose risks that may jeopardize sustainability of project benefits? 	<ul style="list-style-type: none"> The exit strategy identifies relevant socio-political risks and includes explicit interventions to mitigate same 	<ul style="list-style-type: none"> Project Exit Strategy Risk Log 	<ul style="list-style-type: none"> Desk Review of Documents
<ul style="list-style-type: none"> Have key stakeholders identified their interest in project benefits beyond project-end and accepted responsibility for ensuring that project benefits continue to flow? 	<ul style="list-style-type: none"> Key stakeholders are assigned specific, agreed roles and responsibilities outlined in the exit strategy MOU(s) exist for on-going monitoring, maintenance and oversight of phased down or phased over activities 	<ul style="list-style-type: none"> Project Exit Strategy Risk Log MOU(s) 	<ul style="list-style-type: none"> Desk Review of Documents
<ul style="list-style-type: none"> Are there ongoing activities that may pose an environmental threat to the sustainability of project outcomes? 	<ul style="list-style-type: none"> The exit strategy identifies relevant environmental risks and includes explicit interventions to mitigate same 	<ul style="list-style-type: none"> Project Exit Strategy Risk Log 	<ul style="list-style-type: none"> Desk Review of Documents
Impact: Are there indications that the project has contributed to, or enabled progress toward, reduced environmental stress and/or improved ecological status? Effects: Has the project had any effects, in particular sustainable effects?			
<ul style="list-style-type: none"> Are there verifiable improvements in ecological status, or reductions in ecological stress, that can be linked directly to project interventions? 	<ul style="list-style-type: none"> The project has contributed directly to improved ecological conditions. 	<ul style="list-style-type: none"> Quarterly Reports Annual Reports (PIR) Monitoring Reports Pilot Data Analysis/Reports 	<ul style="list-style-type: none"> Desk Review of Documents Interviews
<p>Has the project had sustainable effects? For instance, has the project contributed directly to any changes in norms, policies or aligned with project's objectives?</p>	<ul style="list-style-type: none"> Draft legislation Approved legislation Policy Documents 	<ul style="list-style-type: none"> Action/Implementation Plans 	<ul style="list-style-type: none"> Desk Review of Documents Stakeholder interviews (government)

Annex 5: TE Rating scales

Ratings for Outcomes, Effectiveness, Efficiency, M&E, Implementation/Oversight, Execution, Relevance	Sustainability ratings:
<p>6 = Highly Satisfactory (HS): exceeds expectations and/or no shortcomings</p> <p>5 = Satisfactory (S): meets expectations and/or no or minor shortcomings</p> <p>4 = Moderately Satisfactory (MS): more or less meets expectations and/or some shortcomings</p> <p>3 = Moderately Unsatisfactory (MU): somewhat below expectations and/or significant shortcomings</p> <p>2 = Unsatisfactory (U): substantially below expectations and/or major shortcomings</p> <p>1 = Highly Unsatisfactory (HU): severe shortcomings</p> <p>Unable to Assess (U/A): available information does not allow an assessment</p>	<p>4 = Likely (L): negligible risks to sustainability</p> <p>3 = Moderately Likely (ML): moderate risks to sustainability</p> <p>2 = Moderately Unlikely (MU): significant risks to sustainability</p> <p>1 = Unlikely (U): severe risks to sustainability</p> <p>Unable to Assess (U/A): Unable to assess the expected incidence and magnitude of risks to sustainability</p>

Annex 6: Lists of Consulted Persons

National Level Consulted Persons

<i>Name</i>	<i>Organization</i>
Firenesh Mekuria	EFCCC
Abeba Mecha	EFCCC
Birara Cheklol	Project Management Unit
Belayed Kebede	Project Management Unit
Ato Dereje Zewdu	Project Management Unit
Berhanu Alemu	UNDP

Subnational Level Consulted Persons

Tsigereda Kebele, Anglolela Woreda

Name	Organization	Kebele
Model Farmers Focus Group Discussion Interview Participant List		
Tekilu Desta	Farmer	Tsigereda
Wolde Hana Degife	Farmer	Tsigereda
Kokebie Tekilu	Farmer	Tsigereda
Birikie Tesifaye	Farmer	Tsigereda
Destitatesofaye	Farmer	Tsigereda
Shewaye Deribie	Farmer	Tsigereda
Shiberie Mulat	Farmer	Tsigereda
Yirigedu Teshome	Farmer	Tsigereda
Tewabech Tekilu	Farmer	Tsigereda
Energy Saving Stoves Youth Group Discussion		
Hailemariam Amiha	Youth	Tsigereda
Tekile Tsadik Gebiru	Youth	Tsigereda
Tekilu Fetene	Youth	Tsigereda
Tsegaye Zebene	Youth	Tsigereda
Zewidu Tesifaye	Youth	Tsigereda
Gebire Aregay Fikadu and Friends Garment Productionm PLC Energy Saving Stoves Youth Group Discussion		
Gosa Bogale	Youth	Tsigereda
Tekile Tsadiq Mekonnen	Youth	Tsigereda
Fikadu Kebede	Youth	Tsigereda
Gebire Aregay Mulugeta	Youth	Tsigereda
Model Farmers Focus Group Discussion		
Abera Mola	Farmer	Godina Mamas
Dereje Mekonnen	Farmer	Godina Mamas
Solomon Mekonnen	Farmer	Godina Mamas
Zenebe Terefe	Farmer	Godina Mamas
Getinet Abera	Farmer	Godina Mamas
Tirunesh Tadesse	Farmer	Godina Mamas

Name	Organization	Kebele
Angolela Woreda Steering Committee		
Chacha Wubiye Kokebiena Friends Polutry Farmers Focus Group Discussion		
Gosa Bogale	Youth	Chacha
Tekile Tsadiq Mekonnen	Youth	Chacha
Fikadu Kebede	Youth	Chacha
Angolela Woreda Steering Committee		
Amare Tezazu	Agriculture Office Head	Chacha Town
Yirdanos Tekesite	Woreda Administrator	Chacha Town
Akeberegna Yemiru	Deputy Administrator	Chacha Town
Bekele Shifera	Vocational School Head	Chacha Town
Tibebu Kebede	Water and Energy Office Head	Chacha Town
Wondyiferaw Tesifaye	Livestock Office Head	Chacha Town
Aklilu Habite Giorgis	Women Children Affairs Office	Chacha Town

Fango Bijo, Dugna Fango Woreda

Name	Organization	Kebele
Model Farmers Focus Group Discussion Interview Participant List		
Janbo Mota	Farmer	Fango Bijo
Eyasu Fanjie	Farmer	Fango Bijo
Workineqsh Lorso	Farmer	Fango Bijo
Aribie Teferi	Farmer	Fango Bijo
Abebech Mota	Farmer	Fango Bijo
Papasie Daka	Farmer	Fango Bijo
Astier Fanta	Farmer	Fango Bijo
Silas Abota	Farmer	Fango Bijo
Worku Shukie	Farmer	Fango Bijo
Daniel Koboto	Farmer	Fango Bijo
Tesifaye Lieka	Farmer	Fango Bijo
Girma Gizaw	Farmer	Fango Bijo
Tksite Yaya	Farmer	Fango Bijo
Zerihun Data	Farmer	Fango Bijo
Model Farmer Individual Interview		
Kaleb Tigro	Farmer	Fango Bijo
Abebe Shudo	Development Agent	Fango Bijo
Model Farmers Focus Group Discussion, Fango Sore Kebele		
Siemon Toma	Youth	Fango Sorie
Gebirie Morka	Farmer	Fango Sorie
Gatiso Buqata	Farmer	Fango Sorie
Tsehayinesh Mita	Farmer	Fango Sorie
Bekele Bonja	Farmer	Fango Sorie
Woyish Melese	Farmer	Fango Sorie
Alemaz Gageb	Farmer	Fango Sorie
Aster Biramo	Farmer	Fango Sorie
Kaleb Asale	Farmer	Fango Sorie
Tomas Geraro	Farmer	Fango Sorie
Misrach Wale'a	Farmer	Fango Sorie

Name	Organization	Kebele
Project staff		
Dereje De’a	Project Coordinator	Dugna Fango
Tigatu Dana	Project Finance Officer	Dugna Fango
Dugna Fango Woreda Steering Committee		
Tesfahun Tadios	Woreda Administrator	Dugna Fango
Asefa Shanko	Agriculture Office Head	Dugna Fango
Tadelech Wolebo	Women Children Affairs Office	Dugna Fango
Yaekob Galaso	Trade and Marketing Office	Dugna Fango
Bonoza Boke	Cooperative Office	Dugna Fango
Asfadin Seta	Water and Energy Office Head	Dugna Fango
Elsa Elias	Livestock Office Head	Dugna Fango
Markos Ushula	Environmental Protection and Forest Office	Dugna Fango
Muluneh Seifu	Fonance Office	Dugna Fango

Doba Woreda

Name	Organization	Kebele
Women Self-help Group Focus Group Discussion Interview Participant List		
Saida Ebs	Farmer	Ifamaan
Kodo Aliyi	Farmer	Ifamaan
Nesira Belayineh	Farmer	Ifamaan
Hamida Jibril	Farmer	Ifamaan
Shemishi Ahmed	Farmer	Ifamaan
Halima Abdlie	Farmer	Ifamaan
Kimo Ebrahim	Farmer	Ifamaan
Saro Belayineh	Farmer	Ifamaan
Hawa Mohammed	Farmer	Ifamaan
Fatuma Mohammed	Farmer	Ifamaan
Kedija Amedie	Farmer	Ifamaan
Deyino Abidilie	Farmer	Ifamaan
Fatie Mumie	Farmer	Ifamaan
Deyineba Mohammed	Farmer	Ifamaan
Model Farmers Group Discussion participant list		
Adem Ahmed	Farmer	Ifamaan
Hassen Mohammed	Farmer	Ifamaan
Tadelech Tessema	Farmer	Ifamaan
Hassen Ahmed	Farmer	Ifamaan

Name	Organization	Kebele
Cheli Qeneni	Project Coordinator	Doba Woreda
Fikadu Worku	Project Finance Officer	Doba woreda
Doba Woreda Steering Committee		
Abdulahi Ameer	Woreda Administrator	Doba woreda
Jemal Ameenno	Vice Administrator	Doba woreda
Dereje Tamirat	Agriculture Office Head	Doba woreda
Dabiya Mussa	Women Children Affairs Office	Doba woreda
Shemisedin Abdukerim	Cooperative Office	Doba woreda
Mussa Mohammed	Water and Energy Office Head	Doba woreda
Ahmed Abus	Livestock Office Head	Doba woreda
Ziyad Ali	Environmental Protection and Forest Office	Doba woreda
Bogale Mebiratu	Finance Office	Doba woreda
Doba Woreda Technic Committee group discussion		
Deraratu Mohammed	Finance and Chair	Doba woreda
Shigutie Getachew	Secretary / Micro and Small Enterprise Office	Doba woreda
Tadese Yismashoae	Member / Cooperative Office	Doba woreda
Yitbarek Leoulseged	Member/ Irrigation Office	Doba woreda
Dagnachew Amare	Member/ Agriculture Office	Doba woreda
Solomon Tesema	Member/ Livestock Resource Development Office	Doba woreda

Interview Participants list, Gursum Woreda, Somali Region

Name	Organization	Kebele
Model Farmers Group Discussion participant list		
Ferdawaas Maileen Muhummet	Farmer	Fafen
Reshid Abdi Yesuf	Farmer	Fafen
Development Agent Individual Interview		
Kedir Hassen	Development Agent	Degehalie
Ahmed Ali	Project Coordinator	Gursum

Interview Participants list, Tuliguled Woreda, Somali Region

Name	Organization	Woreda/ Kebele
Project Coordinator individual Interview		
Abdi Mohammed	Project Coordinator	Tuliguled woreda
Abdi Keyiet	Agriculture Office NRM Expert	Tuliguled woreda
Model Farmers Ground Interview participants		
Mohammed Abdi	Farmer	Gebegebo Kebele
Hassen Sheik Abdi	Farmer	Gebegebo Kebele
Mustefa Abdela	Farmer	Gebegebo Kebele
Fardewaas Ali	Farmer	Gebegebo Kebele
Abishier Abdi Ibrahim	Farmer	Gebegebo Kebele
Ahmed Ousman Ali	Farmer	Gebegebo Kebele
Felier Sherif	Farmer	Gebegebo Kebele
Fatuman Ahmed	Farmer	Gebegebo Kebele
Project Staff Group Interview, Angolela Tera Woreda		
Belayineh Melak	Project Coordinator	Angolela Tera woreda
Sisay Feleke	Project Finance officer	Angolela Tera woreda

Annex 7: Achievements Chart Comparison Baseline – Target Levels

Objective: To enhance long-term sustainability and resilience of the food production systems by addressing the environmental drivers of food insecurity in Ethiopia			
Description of Indicator	Baseline Level	End of project target level	Achievement level
Indicator 1: Number of new partnership mechanisms with funding for sustainable management solutions of natural resources, ecosystem services.	The Sustainable Land Management Program (1 example), funded by GIZ and implemented by the Min of Agriculture	8(Eight) partnership mechanisms developed (One at national level, One at each project woreda, Six partnerships with six universities or research institutions)	Over 100% of the target have been achieved.
Indicator 2: Number of livelihoods created through management of natural resources, ecosystem services, disaggregated by sex,	The current number of livelihoods created under the project in six target sites is approximately 80% of the total population given the estimates of numbers engaged in agriculture. i.e. there will be 48,000 hhs who need new jobs	Jobs and livelihoods created for 100% of the hhs (48000) through engaging them in eco-friendly income generation Activities; 30% of the livelihoods will be alternative on farm and non-farm livelihoods. At least 50% of the beneficiaries will be women	The progress of the objective/outcome can be described as achieved.. 126% achievement from the target 48,0000.
Indicator 3: Number of direct project beneficiaries. 1,440,000 people (12 woredas; 20,000 households in each woreda (on average six people in each HH)) [including gender disaggregated data – at least 50% of total beneficiaries will be women]	10% of existing beneficiaries currently engaged in integrated landscape management	100% (1,440,000) (240,000 HHs) (target of 50% of beneficiaries being women)	99% of the target beneficiaries have been benefited
Indicator 4: Extent of land productivity of project sites (measured with the Normalized Difference Vegetation Index (NDVI) increased	64% of the project sites correspond to low productivity corresponding to NDVI values ranging from 0.1 to 0.3	15% increase in the higher NDVI values (NDVI >0.3) meaning an increase in land productivity	Target achieved.
Indicator 5: Beneficiary HH's have reduced Food security risks	Estimated 240, 000 households were at risk from food insecurity in project sites	240,000 beneficiary households increased their income by 25%. As a result, reduced FS risks	99% of the target achieved.
Outcome 1: Outcome 1.1: Multi-stakeholder and multi-scale platforms in support of integrated natural resources management in agricultural landscapes in place/Outcome 1.2: Incentives mechanisms and infrastructures in place at national and local levels to support smallholder agriculture and sustainable food production			
Description of Indicator	Baseline Level	End of project target level	Achievement level
Indicator 6: Number of multi-stakeholder and multi-scale platforms in place to support integration of natural resources management in food production practices [including gender disaggregated data on participation]	Agricultural water management platform and one other at national level	At least 12 functioning (convening and decision-making) multi-stakeholder platforms in place in the project sites; plus, one at national-level [including gender disaggregated data on participation]	Greater than 100% of the target have been achieved.
Indicator 7: Number of gender-responsive- & age-sensitive decision-support tools and participatory	None	Two gender-responsive/age-sensitive decision-support tools and participatory processes	100% from the target is achieved.

processes for INRM in food production practices in place		applied that lead to more gender-responsive outcomes	
Indicator 8: Number of functional agricultural value chains developed as an incentive mechanism for smallholder farmers to adapt climate change effects	None	8(Eight) value chain development incentive mechanisms/infrastructure including fruit and vegetable store, ground nut processing machine, etc.	100% from the project end period target is achieved.
Indicator 9: Number of smallholder farmers (60% of whom should be women) benefiting from sustainable food value-chains	Zero	1200 farmers benefited from the sustainable value chain development	More than the target is achieved.
Outcome 2: Outcome 2.1: Increased land area and Agro-ecosystems under Integrated Land Management and supporting significant biodiversity and the goods and services this provides/ Outcome 2.2: Increase in investment flows to INRM			
Description of Indicator	Baseline Level	End of project target level	Achievement level
Indicator 10: Extent in ha of land and Agro-ecosystems under Integrated Land Management [included gender disaggregated data on land ownership / engagement in diversification / MHH and FHH requiring food assistance]	Zero	120,000 ha with improved soil and water management that also enhances biodiversity 120,000 ha under diversified production system. In the entire project sites. Out of which 10,000 ha of Agro-pastoral systems will be under integrated land management	Target achieved
Indicator 11: Amount of financial resources (\$) invested in Integrated and Sustainable Land Management at woreda/ landscape level	Less than US\$0.5m current level of investment in ILM in 12 target woredas	US\$5m investment leveraged by bilateral and multilateral organizations and the private sector	The target is on track.
Outcome 3: Capacity and institutions in place to monitor and assess resilience, food security and GEBs			
Description of Indicator	Baseline Level	End of project target level	Achievement level
Indicator 12: Improved score (%) in capacity of institutions to monitor ecosystem resilience and GEBs [as measured by UNDP Capacity Scorecard]	Less than 30% score in capacity of institutions to monitor ecosystem resilience, food security and GEBs (tbc at inception phase)	50% capacity score	Partially achieved
Indicator 13: Integrated web-based and GIS embedded information management system (IWB&GE-IMS) for ecosystem services monitoring developed and being functional by yr.5	No effective basis for monitoring of changes in ecosystem status and impact of development activities on GEBs	Integrated web-based and GIS embedded information management system (IWB&GE-IMS) for ecosystem services monitoring developed and being functional by End of the Project	The target is achieved.
Indicator 14: Number of gender-responsive systems/ initiatives in place to monitor multi-scale ecosystem resilience, food security and GEBs at national and landscape levels sites	No gender-responsive system/initiative in place to monitor multi-scale ecosystem resilience, food security and GEBs in project/program implementation in the 12 sites	At least two gender-responsive systems/initiative in place to monitor multi-scale ecosystem resilience, food security and GEBs established at national and landscape levels	The target is achieved. 100%

Annex 8:– Signed UNEG Code of Conduct Form -National Consultant

Evaluators/Consultants:

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

Evaluation Consultant Agreement Form

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

Name of Evaluator: Mr. Beyene Gizaw _____

Name of Consultancy Organization (where relevant): _____

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

Signed at Addis Ababa _____ (Place) on November 6, 2021 _____ (Date)

Signature:



Annex 9: Signed UNEG Code of Conduct Form -International Consultant

Evaluators:

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

Evaluation Consultant Agreement Form⁴⁵

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

Name of Consultant: Maria ONESTINI

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

Signed at *Buenos Aires, Argentina* on *September 16 2021*

⁴⁵ www.unevaluation.org/uneqcodeofconduct