



# DOCUMENTING BEST PRACTICES

CCA GROWTH: IMPLEMENTING CLIMATE RESILIENT AND GREEN ECONOMY PLANS IN HIGHLAND AREAS IN ETHIOPIA (HIGHLANDS)

INTEGRATED LANDSCAPE MANAGEMENT TO ENHANCE FOOD SECURITY AND ECOSYSTEM RESILIENCE IN ETHIOPIA (IAP)

ENHANCED MANAGEMENT OF PROTECTED AREA STATE (EMPAS)











# **DOCUMENTING BEST PRACTICES**

July 2022



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# ACRONYMS AND ABBREVIATIONS

|                |   |
|----------------|---|
| <b>AWS</b>     | Automatic Weather Stations  |
| <b>BES</b>     | Babile Elephant Sanctuary   |
| <b>BMP</b>     | Best Management Practices   |
| <b>CBOs</b>    | Organizations   |
| <b>CCA</b>     | Climate Change Adaptation   |
| <b>CCNP</b>    | Chebera Chuchura National Park  |
| <b>CIS</b>     | Climate Information System  |
| <b>COVID19</b> | Coronaviruses Diseases of 2019  |
| <b>CRGE</b>    | Climate Resilience and Green Economy  |
| <b>CRGE</b>    | Climate Resilience and Green Economy  |
| <b>CRGE</b>    | Climate Resilient Green Economy   |
| <b>DEM</b>     | Digital Elevation Models  |
| <b>EFCCC</b>   | Federal Environment, Forest and Climate Change Commission                         |
| <b>EFCCC</b>   | Environment, Forest and Climate Change Commission                                 |
| <b>EMEPA</b>   | Enhanced Management and Enforcement of Ethiopia's Protected Area Estate           |
| <b>EPACC</b>   | Ethiopia's Programme of Adaptation to Climate Change                              |
| <b>ESIF</b>    | Ethiopian Strategic Investment Framework  |
| <b>EWCA</b>    | Ethiopian Wildlife Conservation Authority   |
| <b>FGD</b>     | Focused Group Discussions   |
| <b>FZS</b>     | Frankfurt Zoological Society  |
| <b>GDP</b>     | Gross Domestic Product  |
| <b>GEB</b>     | Global Environmental Benefits   |
| <b>GEF</b>     | Global Environment Facility   |
| <b>GGW</b>     | Great Green Wall initiative   |
| <b>GoE</b>     | Government of Ethiopia  |
| <b>IAP</b>     | Integrated Landscape Management to Enhance Food Security and Ecosystem Resilience |
| <b>ICT</b>     | Information Communication Technology  |
| <b>IWT</b>     | Illegal Wildlife Trade  |
| <b>KSNP</b>    | Kafta Sheraro National Park   |
| <b>MERET</b>   | Managing Environmental Resources to Enable Transitions                            |
| <b>MFI</b>     | Microfinance Institutions   |
| <b>MNP</b>     | Mago National Park  |

|                |  |
|----------------|--|
| <b>MoANR</b>   | Ministry of Agriculture and Natural Resources      |
| <b>MOEFC</b>   | Ministry of Environment, Forest and Climate Change |
| <b>MoFEC</b>   | Ministry of Finance and Economic Cooperation       |
| <b>MoLF</b>    | Ministry of Livestock and Fisheries                |
| <b>MTR</b>     | Mid-term Review                                    |
| <b>NAPA</b>    | National Adaptation Programme of Action            |
| <b>NGOs</b>    | Nongovernment Organizations                        |
| <b>NMA</b>     | National Meteorological Agency                     |
| <b>NSC</b>     | National Steering Committee                        |
| <b>ONP</b>     | Omo National Park                                  |
| <b>PAMP</b>    | Protected Area Management Plans                    |
| <b>PIF</b>     | Project Identification                             |
| <b>PM</b>      | Project Manager                                    |
| <b>PMU</b>     | Project Management Unit                            |
| <b>PPP</b>     | Public-Private Partnerships                        |
| <b>PPT</b>     | Power Point Presentation                           |
| <b>PSNP</b>    | Productive Safety Net Programme                    |
| <b>SLM</b>     | Sustainable Land Management                        |
| <b>SLMP-II</b> | Sustainable Land Management Programme-II           |
| <b>SNNP</b>    | Southern Nations, Nationalities and People         |
| <b>SOPs</b>    | Standard Operating Procedures                      |
| <b>TCs</b>     | Technical Committees                               |
| <b>TE</b>      | Terminal Evaluation                                |
| <b>UNDP</b>    | United Nations Development Programme               |
| <b>VPN</b>     | Virtual Private Network                            |
| <b>WPO</b>     | Woreda Project Officer                             |
| <b>WSC</b>     | Woreda Steering Committee                          |
| <b>ECU</b>     | Environmental Crime Unit                           |

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# EXECUTIVE SUMMARY





The Government of Ethiopia has made considerable investment in developing a range of policies, plans and strategies that focus on ecosystem restoration, economic development and combating climate change effects, a number of barriers have bedeviled their successful implementation, including limited technical, technological, financial and institutional capacity in government agencies mandated with climate change mitigation and adaptation at national and sub national. It is for this reason that capacity development through human resource training, formulation/ strengthening of policies and development of monitoring tools, as well as improving the livelihoods of vulnerable communities and restoring degraded watersheds for better ecosystem functioning, is at the core of all the Global Environment Facility (GEF) funded and UNDP implemented projects in Ethiopia.

GEF and UNDP funded five-year projects (April 2017-2022) through the Federal Environment, Forest and Climate Change Commission implementing;

- 1. Climate Resilient and Green Economy Plans in Highland areas in Ethiopia (CCA)**, designed to integrate climate risks and opportunities into policy- and decision-making, as well as reducing vulnerability and building the adaptive capacity of local communities through CCA interventions, in eight Woredas of the Five Regions in Ethiopia: Dessie and Dawa Chefe (Amhara region); Atsbi Wenberta and Tahtay Koraro (Tigray region); Yaya Gulele and Sebeta Hawas (Oromia region) and Hawassa and Arba Minch (SNNP region); and Sidama region.
- 2. Enhanced Management and Enforcement of Ethiopia’s Protected Area Estate (EMPAS)** project, designed to counter the threats to biodiversity and overcome the barriers to effective management of protected areas (five selected pilot PAs: Omo, Mago, Chebera Chuchura and Kafta Shiraro National Park and Babilie Elephant Sanctuary) and to combatting illegal wildlife trade.
- 3. Integrated Landscape Management to Enhance Food Security and Ecosystem Resilience in Ethiopia (IAP)**, designed to restore and sustainably manage key environmental resources, in six regions and 12 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.

Implementation progress is consistently being tracked through annual progress reports and mid-term reviews that has been undertaken hitherto. Performance assessment reports consistently indicate that indeed the projects are progressing well being a key implementing agent in the country coupled with being a knowledge organization. UNDP wishes to strengthen its engagement in implementing the GEF financed projects through identifying and documenting best practices intended to facilitate lesson learning, experience sharing as well as up scaling and replication of such practices. It is against this background that UNDP Ethiopia Country commissioned the assignment of documenting best practices in the implementation of the three GEF funded projects mentioned here above by an independent consultant.

The consultant has undertaken an in-depth stock taking of the results under each of the projects as an entry point to analyzing the strengths, underlying each of the adopted implementation strategies. On the basis of the quantitative and qualitative results produced by various strategies and in consultation of key stakeholders, a list of best practices was developed marching lessons learned and enhancement recommendations. In-depth data on each of the identified strategies was collected through desk review, Focused Group Discussions (FGD), key informant interviews, interview sample women and men (for success story telling)Videography, Photography, direct Observations, case studies as well as site visits.

**Project profiles were documented (Chapter 1), with components including;**

|              |  |
|--------------|--|
| <b>CCA</b>   | Capacity development   |
|              | Climate risk information   |
|              | Adapted livelihoods  |
| <b>EMPAS</b> | Protected area management and biodiversity conservation  |
|              | Implementation of anti-trafficking measures  |
|              | Landscape approach to forest and agro-biodiversity conservation  |
|              | Knowledge Management, Gender Mainstreaming, and M&E  |
| <b>IAP</b>   | Institutional frameworks for enhanced biodiversity and ecosystem goods and services within food production systems                             |
|              | Scaling up the Integrated Landscape Management approach to achieve improved productivity of smallholder food production systems and innovative |
|              | Knowledge Management, Learning, Monitoring and Assessment  |



Best Practices, which can be replicated and or up scaled outside the pilot areas or in other areas within and outside Ethiopia and for global lessons and experience sharing for the three profiled projects above were documented (**Chapter 2**) answering; What the project set out to achieve and how? What has the project actually achieved and why? And what are the distinguishing features of the best ranked strategy?

## IAP Project Achievements

- Established and made functional a multi-sector project steering committee at national and district levels
- Integrated multi-sector steering committees, technical committees, gender teams, watershed committees made functional and district levels
- 58 Community Watershed Management Committees organized and being functional;
- 36 environmental school clubs organized and being functional.
- 3883 (2,026male and 1,857female) households benefited from the value chain development,
- 158 Self Help groups supported to form cooperatives and 76 of them linked to local micro finance institutions for further partnership and financial support
- 99,978 ha of land addressed through Integrated Landscape Management practices which implies that 83.3% of the project period addressed;
- 199436 households (113731 Men and 85705 women) benefited by the project activities which 83 % of the project period target achieved
- 170 biogas digester plants 11491 improved stoves, 1163 solar lanterns, 147 electric stoves,
- Distributed 164 solar sunlight energy source
- 999 model farmers created by the project and are supporting and use their site as farm demonstration site for an average of 9 followers
- experiences sharing program conducted two times at national level three times at regional levels and at least once per year at each district
- Constructed 2 diversified Irrigation development, covering 2406 ha of land irrigated through Small Scale Irrigation (SSI) and 6,400hs (4594 men ; 2340 women) benefited by the year 2020 and 586 ha irrigated by 2019 and 4015 HHs benefited
- Constructed 2 community spring development pond of 175m<sup>3</sup> water capacity, benefiting at least 263HHs and can cover 122.12ha.
- Constructed 28 house hold water harvesting pond of 120m<sup>3</sup> each water capacity
- Integrated Web based GIS Embedded Ecosystem Monitoring system established
- 60 tables & desktop computers were distributed with installed software
- Broadband internet service being made functional in 5 woredas and 4G connection modem for 7 woredas/districts all woredas have internet connection at normal condition
- Land productivity change report produced each quarter using Sentinel-2 satellite images for the 12 Woredas and the report showed a significant change in land productivity increment
- Jobs created for 2134 (937 males; 1197 female) people through off-farm and on-farm activities by the year 2020 such as improved cooking stoves, tailoring, poultry, beekeeping, fish culture, and small ruminant fattening.
- ETB 36,008,318 income generated from sale of off-farm activity products, poultry, beekeeping, vegetable and fruit products)



## IAP Best practices

Steering committee meetings & Field supervision

School clubs

Awareness creation

Alternative Energy

Field visit exchange and Model farmer training and demonstration

Gender empowerment

Support for diversification of agriculture

Rehabilitation

SHG organize & Training

Improved water technology & Irrigation

## EMPAS Project Core Achievements

- Improved different aspects of law enforcement to bar illegal wildlife trafficking. 200 locals trained, 17 workshops
- Adopted community-based natural resource management landscape approach to forest and agro-biodiversity conservation specifically for people living in the vicinity of the 5 PAs. 20% of habitant was saved
- Documented such lessons learned benchmark to stakeholder inclusiveness, knowledge Management, Gender Mainstreaming, and M&E, facilitating the fight against poaching and IWT
- Development of General Management Plan for four PAs
- Public relation campaign design and implementation in five languages weekly radio programs and in Amharic language Television program a result of 30%of the country population addressed.
- 10 vehicles, field and office materials procured and distributed for PAS.
- Five main documents developed

### EMPAS Best Practices

Capacities Enhancements

Effective Planning

Effective Committee

Stakeholder collaboration

Agro-biodiversity conservation demonstration farming

Technological and improved method adoption

Capacity Building and M&E

## CAA Project Achievements

- Trained 1896 beneficiary famers and 252 extension workers on climate-Smart land management and livelihood
- Trained 1031 community members and 503 extension workers on data collection, monitoring and transmission
- Trained 1078 community members on dissemination of climate information
- Trained 1896 beneficiary famers and 252 extension workers
- Linked 5380 famers to over 189 extension workers
- Established 8 Woreda's forum
- 1,942,628 (973,667 M and 968,961 F) community members sensitized
- Innovation and experience sharing with Universities and research institutions
- Farmer to farmer exchange visits benefited 2726 beneficiary famers
- Woreda Agriculture Demonstration site utilized 1655 ha
- 2 day field demonstration at 8 sites with 352 beneficiary famers and 137 extension workers
- 16 Nursery sites have been established /upgraded by providing material, equipment, seed support and by fencing the nurseries across all the project sites
- A total of 942,580 different types of tree and fruit tree seedlings have been raised in the newly established and upgraded nursery sites
- Over 4718 beneficiary famers were provided with 255 small ruminants, 3 months chicken, 100 modern bee hives
- Provided small remnants, cattle (Milk cows and oxen for fattening) and poultry
- 2,243,658 different types of seedlings have been raised
- 2944 beneficiary famers supplied with potatoes, wheat, barley, legume, maize
- Closed off 1593.91 ha of land
- Installed Four Automatic Weather Stations
- Vulnerability Assessment in 6 Woreda's
- One CCA project activities, lessons learned and beneficiary satisfaction documentation
- Prepared 26 business plans
- Deployed soil and water conservation measures on over 1,103.76 ha
- Procured 16 plastic/fiber 10,000 litter water tanks
- Drilled 11 shallow water wells and 2 deep wells
- 2 Sediment Storage Dams constructed
- 200 plastic geo-membrane water harvesting distributed
- 2000 low-cost plastic rain gauge procured for local weather monitoring

### CCA Best Practices

Capacities Enhancements

Evidenced farmer-farmer exchanges

Technical Assistance

Documentation

Technological and improved method adoption

Monitoring and Evaluation

Inclusiveness

Gender mainstreaming



# INTRODUCTION





## 1.1 Ethiopia Development context background

Ethiopia a land locked country, one of the fast growing countries in Africa with a reported Gross Domestic Product (GDP) growth of 7.4% (2019) having dropped from 7.7% in the previous year (2018)<sup>1</sup>. With a fast growing population estimated at 102 million people, over two thirds of whom live in rural areas; Ethiopia is the second populous country in Africa after Nigeria<sup>2</sup>. The country is heavily dependent on agriculture which accounts for more than 80% of total employment and 45% of the country's GDP. However, the sector is dominated by small-scale rural farmers cultivating less than a hectare of land, relying on rainfall and traditional farming practices.

The country's high population coupled with traditional agricultural practices continues to exert pressure on the country's natural resources hence threatening their sustainable exploitation. In effect, Ethiopia has continued to experience climate change as evidenced by rising temperatures, more intense rain events, greater variability of mean annual rainfall and a greater frequency of droughts and floods which have greatly intensified the degradation of farmland and watersheds. The climate change effects have persistently contributed to a negative cycle of: i) reduced soil organic matter particularly reduced soil nutrients and water infiltration; ii) greater runoff of rainwater; iii) increased rates of soil erosion; and iv) reduced agricultural productivity. It is apparent that the effects of climate change have been detrimental to the entire constituents of the eco-system (human and animal life as well as water, land and vegetation). As a result, local communities in Ethiopian highlands are increasingly vulnerable to climate change.

Whilst the Government of Ethiopia (GoE) has made considerable investment in developing a range of policies, plans and strategies that focus on ecosystem restoration, economic development and combating climate change effects, a number of barriers have bedeviled their successful implementation. Significant policies include inter alia: The National Economic Development Plan; the Growth and Transformation Plan (GTP I & II 2015-2020); the National Adaptation Programme of Action (NAPA); the Climate Resilient Green Economy (CRGE) strategy; Ethiopia's Programme of Adaptation to Climate Change (EPACC) among others.

Fundamentally, limited technical, technological, financial and institutional capacity in government agencies mandated with climate change mitigation at national and sub national has been the major hindrance to the achievement of the desired results. It is for this reason that capacity development through human resource training, formulation/strengthening of policies and development of monitoring tools is at the core of all the GEF funded and UNDP implemented projects in Ethiopia.



The thrust of the projects is strengthening the capacity of national institutions in areas of planning, implementation/management, and policy/regulation as well as monitoring. The underlying assumption is that strengthened national and subnational institutional and technical capacities enhance planning, effective implementation/management and guarantees better results as demonstrated the projects' theories of change. As a key feature across all the projects, the project strategies are developed in response to the key barriers to achieving both policy and programme results.

Implementation progress is consistently being tracked through annual progress reports and Mid-term reviews that has been undertaken hitherto. Performance assessment reports consistently indicate that indeed the projects are progressing well being a key implementing agent in the country coupled with being a knowledge organization, UNDP wishes to strengthen its engagement in implementing the Global Environment Facility (GEF) financed projects.

<sup>1</sup> Economic Outlook for Ethiopia, 2020.

<sup>2</sup> FAO, 2019: National Gender Profile of Agriculture and rural livelihoods.

This calls for systematic review of the implementation processes and achievements to identify and document best practices intended to facilitate lesson learning, experience sharing as well as upscaling and replication of such practices.

It is against this background that UNDP Ethiopia Country has commissioned the assignment of documenting best practices in the implementation of the three GEF funded projects mentioned here above. This report is the work of an independent consultant and does not necessarily represent the views, or policy, or intentions of the United Nations Development Programme (UNDP).

## 1.2 Project profiles

### **Project 1-** CCA Growth: Implementing Climate Resilient and Green Economy Plans in Highland areas in Ethiopia





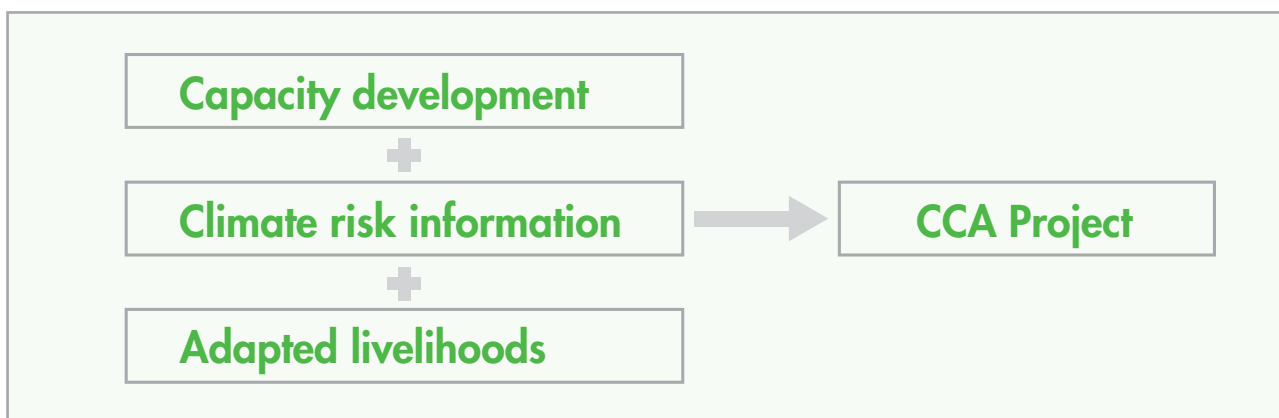
### 1.2.1 CAA Project Profile

Ethiopia, an agricultural oriented country, accounting for 80% total employment and 45% of the country's GDP. Farming is undertaken mainly by small-scale rural farmers whose activities are often unsustainable. Current practices of cultivating crops and overgrazing of livestock on steep slopes by farmers contribute towards soil erosion and large-scale land degradation. Also the watersheds in such mountainous land are further mismanaged through overharvesting of trees for fuel wood. These human practices coupled with rising temperatures (1.3°C increase between 1960 and 2006), more intense rain events, greater variability of mean annual rainfall and a greater frequency of droughts and floods – poses a threat to long-term agricultural sustainability to which local communities in the Ethiopian highlands are increasingly vulnerable to. This has been evidenced by the increased rainfall variability, droughts, floods, soil erosion and by limited availability of surface and groundwater for irrigation and drinking needs. Stream flows are decreasing, groundwater levels are declining, mountain springs are drying up and their lakes are increasingly being silted up. Certain crops that were being grown in the past are no longer able to be farmed.

Ethiopia has formulated a number of policies, plans and strategies, additionally, a number of programmes/projects including inter alia; Managing Environmental Resources to Enable Transitions (MERET); ii) The Productive Safety Net Programme (PSNP); iii) Sustainable Land Management Programme-II (SLMP-II); and iv) The Great Green Wall initiative (GGW) have also been designed and implemented in response to climate change. However, there existed disparity between the objectives of these plans, policies and strategies and what has been implemented. Integration of climate change into the development planning and budgetary processes across government levels in Ethiopia had remained inadequate largely due to: i) Limited integration of CCA interventions into land use plans and management of natural resources; ii) Limited technological, financial and institutional capacity at federal, regional and Woreda levels to support implementation of adaptation interventions; iii) Inadequate climate information and monitoring networks/stations; and iv) Limited availability and capacity of agricultural extension agents at Woreda-level.

In the light of the development challenges at above levels, GEF and UNDP funded a USD 6,477,000 CCA five years project (2017 – 2021) through the Federal Environment, Forest and Climate Change Commission (EFCCC), designed to integrate climate risks and opportunities into policy- and decision-making, as well as reducing vulnerability and building the adaptive capacity of local communities through CCA interventions, in eight Woredas of the four regions in Ethiopia: Dessie and Dawa Chefe (Amhara region); Atsbi Wenberta and Tahtay Koraro (Tigray region); Yaya Gulele and Sebeta Hawas (Oromia region) and Hawassa and Arba Minch (SNNP region).

CCA growth project was designed and implemented under three components;



**Aimed at achieving three outcomes namely;**

- **Outcome 1:** Capacities enhanced for climate-resilient planning among communities, Woreda, regional and federal governments
- **Outcome 2:** Use of climate information for climate risk management strengthened – including for women and youths
- **Outcome 3:** Adapted and diversified income and employment opportunities generated for local communities, with a focus on climate-smart agriculture and integrated watershed management

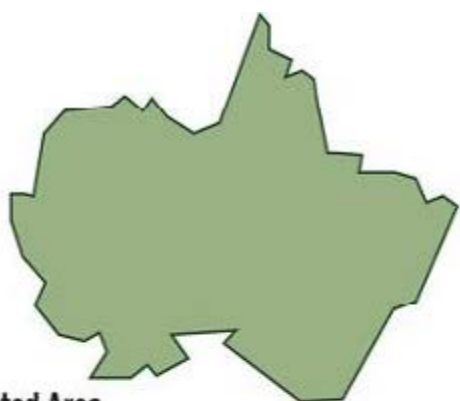


In the light of the above, CCA project was designed to provide support to federal, regional and Woreda-level government to integrate climate risks and opportunities into policy- and decision-making, as well as to design and implement climate change adaptation (CCA) interventions aimed at reducing vulnerability and building the adaptive capacity of local communities.

Project related Committee as presented below have supported the desired project outcomes above by delivering a set of outputs indicated in the Annex IIA

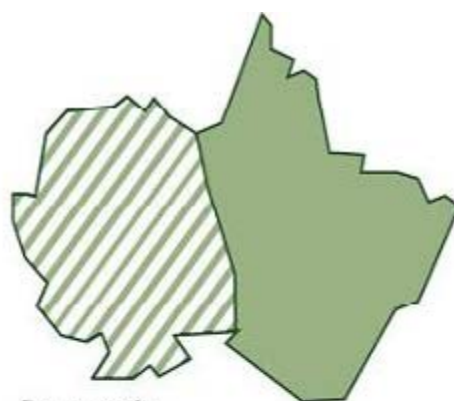
- The National Steering Committee (NSC); *EFCCC (Chair); UNDP (Co-chair); MoA; MoWIE; MoF; NMA; and regional and zonal EFCCC replica of four regional representatives* is responsible for making by consensus, management decisions when guidance is required by the Project Manager, including recommendation for UNDP/Implementing Partner approval of project plans and revisions.
- Woreda Steering Committee (WSC): Each of the eight Woredas have a WSC comprising: i) *the Woreda Administrator (Chair of the WSC); ii) an EFCC representative (Secretary to WSC); iii) a Woreda Project Officer (WPO); iv) a local university representative; v) cooperative office; vi) local CBO representatives (including women and youth groups); vii) an NGO representative; viii) a representative for MFIs; and ix) a sectoral representative from Woreda and Kebele levels from the following government departments: Environment, Forest, Climate Change Commission; Land Use Administration; Crop Production; Animal Production; and Cooperative offices.*
- The Project Management Unit (PMU) is responsible for running the project on a day to-day basis.

## Project 2- EMPAS: Enhanced Management and Enforcement of Ethiopia’s Protected Area Estate



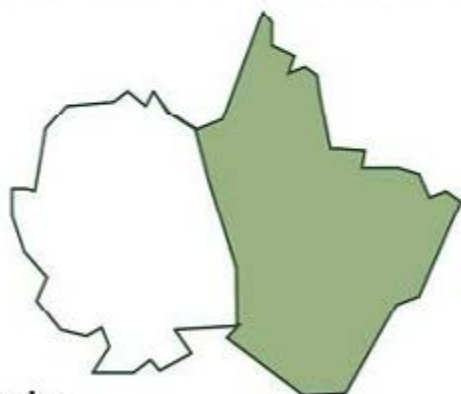
### Protected Area

A clearly defined geographical space, recognized, dedicated and managed, through legal or other effective means, to achieve the long-term conservation of nature with associated ecosystem services and cultural values.



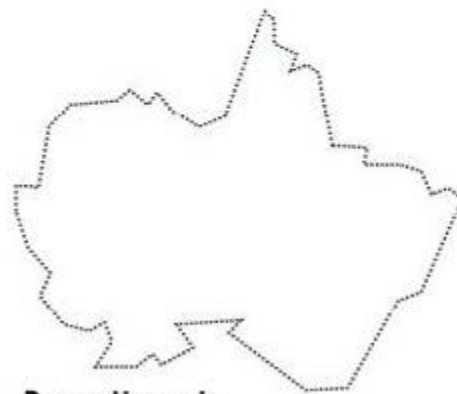
### Downgrade

A decrease in legal restrictions on the number, magnitude, or extent of human activities within a protected area.



### Downsize

A decrease in size of a protected area as a result of excision of land or sea area through a legal boundary change.



### Degazettement

A loss of legal protection for an entire protected area.



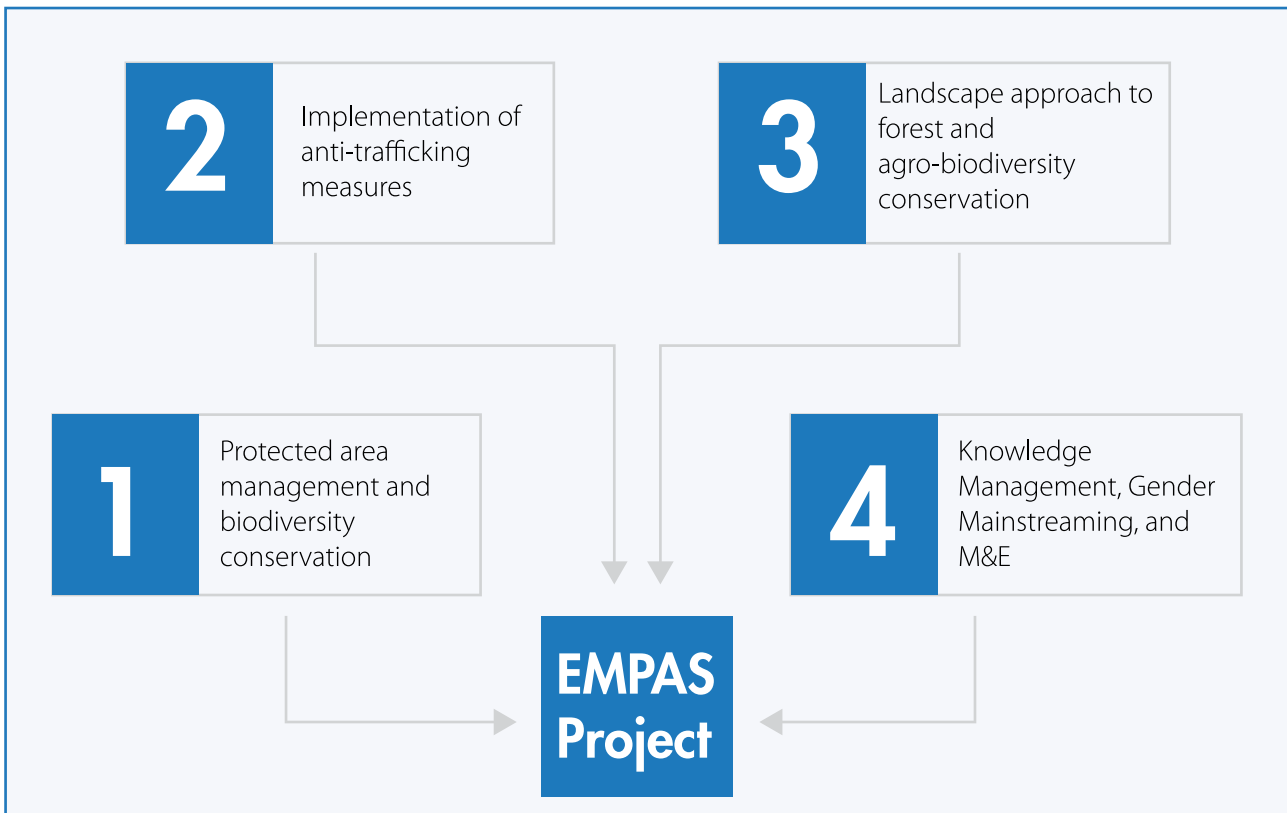
### 1.2.2 EMPAS Project Profile

Protected Area is a geographical space, recognized, dedicated and managed, through legal or other effective means, to achieve the long-term conservation of nature with associated ecosystem services and cultural values (IUCN definition).

Ethiopia has more than 74 national parks, wildlife reserves, controlled hunting areas and wildlife sanctuaries (25 national parks, 2 sanctuaries, 30 controlled hunting areas). It is home to over 6,000 species of plant, many of which have yet to be scientifically documented, more than 860 species and 279 species of mammal, of which 16 and 35 are endemic respectively. The country is also home to important populations of elephants and lions. Officially, Ethiopia's protected areas cover 14 per cent of the country. In the recent past, biodiversity in many of Ethiopia's protected areas has declined as their ecosystems have been exposed to intensive livestock grazing, agricultural activity and the establishment and expansion of settlements. A lack of effective protection for areas of high biodiversity and ecological importance has resulted in widespread environmental degradation, threatening the existence of many species of animals and plants.

Alleviation to such facts, GEF funded the EMPAS project through the Ministry of Environment, Forest and Climate Change (MOEFCC), designed to counter the threats to biodiversity and overcome the barriers to effective management of protected areas (five selected pilot PAs: Omo, Mago, Chebera Chuchura and Kafta Shiraro National Park and Babille Elephant Sanctuary) and to combatting illegal wildlife trade.

The EMPAS project was design to counter the threats to biodiversity and overcome the barriers to effective management of protected areas and to combatting illegal wildlife trade. The project's objective is to build Ethiopia's capacity for biodiversity conservation through increased effectiveness of protected area management and implementation of measures to reduce Illegal Wildlife Trade (IWT) and poaching. Aligned with UNDAF/Country Programme outcome 3 "By 2020, key government institutions at federal level and in all regions and cities are able to plan, implement and monitor priority climate change mitigation and adaptation actions and sustainable natural resource management" and UNDP's strategic plan output 2.5 particularly indicator 2.5.1 "Extent to which national legal, policy, and institutional frameworks are in place for conservation, sustainable use, and access and benefit sharing of natural resources, biodiversity and ecosystems", the project envisages to achieve its objective through the implementation of four project components namely:





### **Aimed at achieving core outcomes namely;**

- **Outcome 1:** Improved protected area management effectiveness delivers enhanced protection in the targeted protected areas;
- **Outcome 2:** Strengthened national and local capacity for conservation of endangered fauna and flora through implementation of anti-trafficking measures;
- **Outcome 3:** Improved conservation of forest and agro-biodiversity resources through a landscape approach based on community-based natural resource management; and
- **Outcome 4:** Lessons learned by the project through participatory M&E, including gender mainstreaming, are used to fight poaching and IWT, and promote community based conservation nationally and internationally.

### **Major EMPAS Focus**

**Component 1:** Focuses on demonstrating how effective management of protected areas in Ethiopia can be achieved by targeting a small number of protected areas, given that the selected pilot sites are those protected areas in which key target species (elephants and big cats) are found;

**Component 2:** Focuses on improving different aspects of law enforcement so as to increase the deterrent to illegal wildlife trafficking;

**Component 3:** Focuses on realizing the value of agro-biodiversity for the country and specifically for people living in the vicinity of the protected areas targeted in Component 1; and

**Component 4:** Focuses at ensuring that the lessons learned from the project via active participation of all stakeholder groups in the project implementation, gender mainstreaming and M&E will be made available nationally and internationally to facilitate the fight against IWT.

Ultimately, the project is envisaged to contribute to long-term impacts or global environmental benefits including: i) the recovery of wildlife populations in project sites Ethiopia, specifically targeting elephants, lions and cheetahs: these were selected as GWP flagship species to measure the success of the project, and ii) ensuring that there is no loss of habitat and agro-biodiversity.

This project forms part of the GEF Programmatic Approach to Prevent the Extinction of Known Threatened Species, and falls under the GEF Programme Global Partnership on Wildlife Conservation and Crime Prevention for Sustainable Development (9071). Under this programmatic framework, with the coordination through the programme steering committee, coordinated knowledge management and cross-fertilization of the individual regional and national projects is prioritized.

The project identified a set of outputs/strategies to support the realization of the desired outcomes. The prioritized strategies to deliver the desired outcomes forms the basis of identifying and documenting the best practices as summarized in Annex IIB.

The project management unit is housed within EWCA HQs in Addis.

## Project 3- IAP: Integrated Landscape Management to Enhance Food Security and Ecosystem Resilience in Ethiopia



### 1.2.2 IAP Project Profile

Ethiopia's large population coupled with rudimentary resource extraction methods had continued to pose a threat to the sustainable exploitation of the country's natural resources. As a result, food production was reportedly growing at a rate (2.4%) lower than the general population growth rate (2.8%)<sup>3</sup>. Ethiopia suffers from food insecurity largely due to low productivity caused by environmental degradation, deforestation, soil erosion, recurrent droughts as well as high population growth. Thus, most often, farming takes place in highly degraded and vulnerable environments where there is substantial loss of vegetation, associated erosion and declining soil fertility.

To enhance long-term sustainability and resilience of food production systems by addressing the environmental drivers of food insecurity in Ethiopia, GEF funded a USD 10.7 Million Food Security 5-year project (April 2017-2022) through EFCCC, designed to restore and sustainably manage key environmental resources, in 7 regions-within 12 project woreda sites : Amhara (Menzegera and Angolela); Oromia (Chiro and Doba); SNNP (Dugna fango); Sidama (Belate Zuria); Somali (Tuliguled and Gursum), Afar (Amibara and Aba'ala); Tigray (Raya azebo and Tanqua abergele). Collectively these sites provide a representative sample of the agro-ecological conditions and typical land degradation and climate change issues in the country. This is envisaged to be achieved through three interrelated components striving to subsequently to achieve four core outcomes with such outputs and strategies as summarized in Annex IC.

#### **Aimed at achieving core outcomes namely;**

1. Institutional frameworks for enhanced biodiversity and ecosystem goods and services within food production systems;
2. Scaling up the Integrated Landscape Management approach to achieve improved productivity of smallholder food production systems and innovative;
3. Knowledge Management, Learning, Monitoring and Assessment

#### **Aimed at achieving core outcomes namely;**

1. Multi-stakeholder and multi-scale platforms in support of integrated natural resources management in agricultural landscapes in place;
2. Increased land area and agro-ecosystems under Integrated Land Management and supporting significant biodiversity and the goods and services this provides;
3. Increase in investment flows to integrated natural resources management;
4. Capacity and institutions in place to monitor and assess resilience, food security and GEBs

<sup>3</sup> Project Document: Integrated Landscape Management to Enhance Food Security and Ecosystem Resilience in Ethiopia

### 1.3 Approach and Methodology

The implementation of all the projects is at mid line and indeed some such as the CCA and Food security projects have undergone mid-term reviews whose results show different project performance levels the prioritized components. Whereas the MTR reports contain valuable information that reflect the projects’ best practices, the need to systematically identify and document these and more other best practices became more apparent in order to facilitate lesson learning, experience sharing and possible replication. The consultant understood that this is at the core of the assignment as further elaborated below.

#### 1.3.1 Overall approach

The core task under this assignment is the in-depth assessing of the project Best Practices under the 3 GEF funded projects that have consistently yielded superior results. Thus, the consultant has undertaken an in-depth stock taking of the results under each of the projects as an entry point to analyzing the strengths, underlying each of the adopted implementation strategies. On the basis of the quantitative and qualitative results produced by various strategies and in consultation of key stakeholders, a list of best practices has been developed. In-depth data on each of the identified strategies was collected through desk review, Focused Group Discussions (FGD), key informant interviews, interview sample women and men (for story telling)Videography, Photography, direct Observations, case studies as well as site visits.

The profiling of the strategies entailed their design, implementation arrangements, key lessons as well as recommendations for further improvement for cases of possible replication. The overall understanding of the assignment is summarized in the conceptual model below (Figure 1).

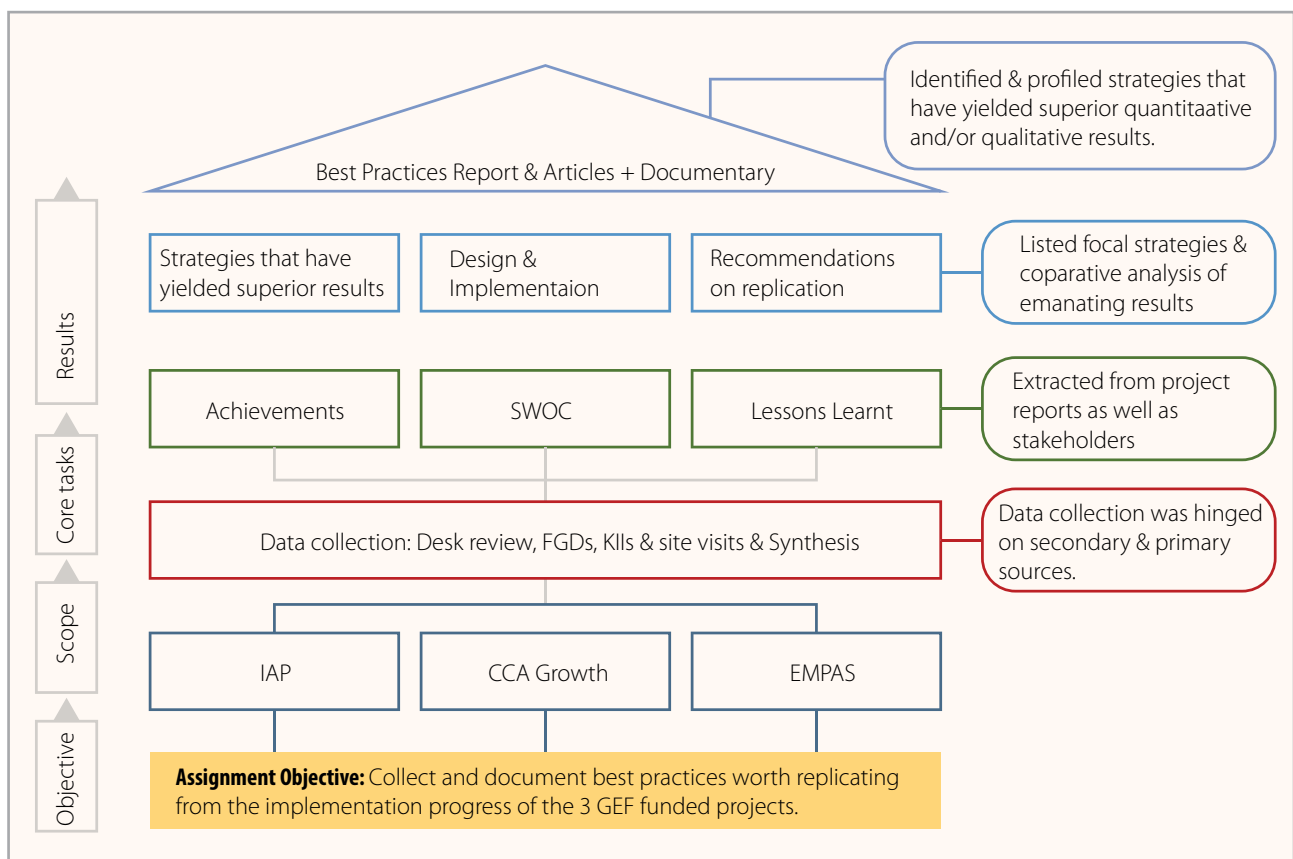
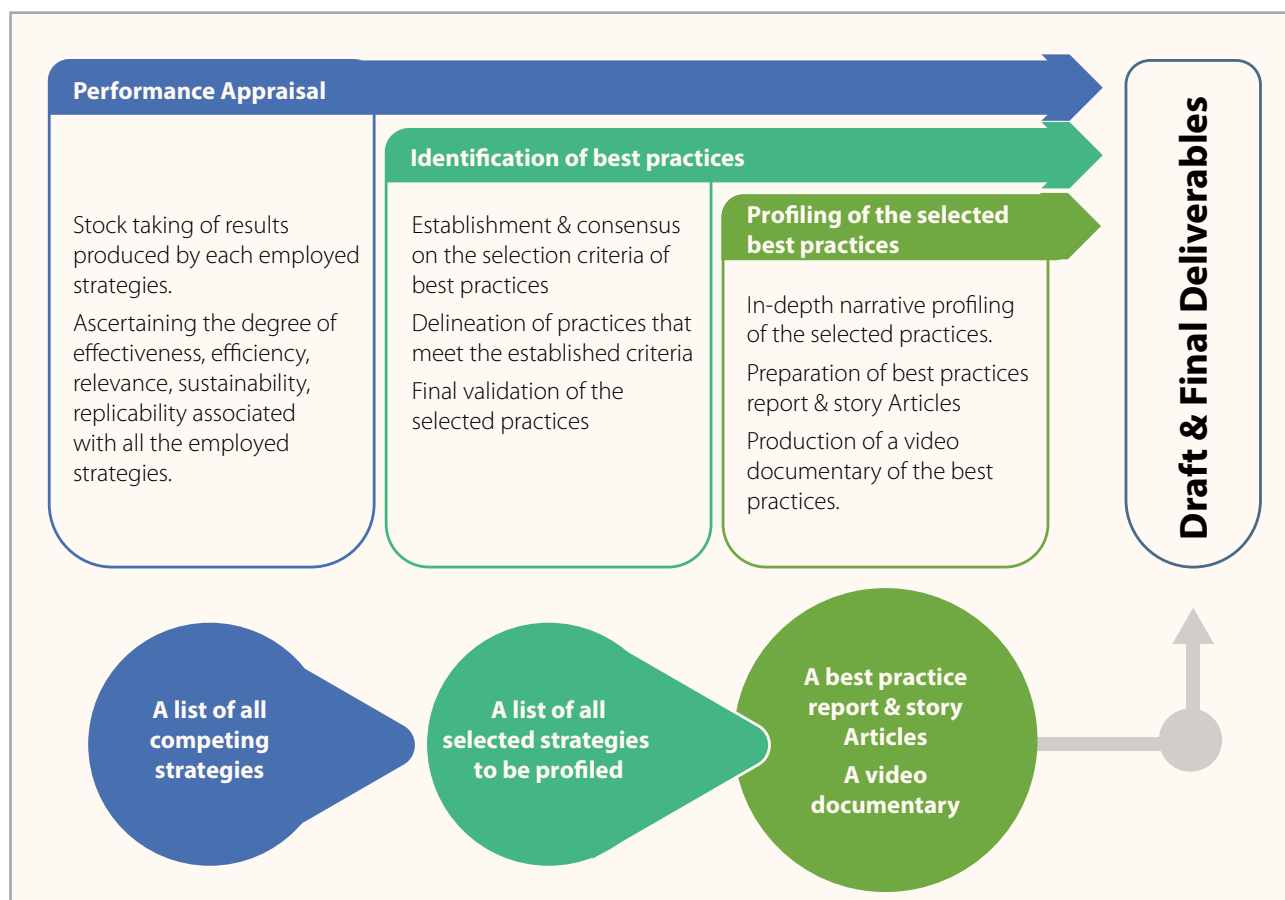


Figure 1: Location Conceptual model for understanding and undertaking the assignment



### 1.3.2 Executed plan

The consultant adopted a phased methodological approach with specific but complementary tasks/activities under each of the phases as illustrated in Figure 2 below.



**Figure 2:** Assignment phased execution plan

### General appraisal of projects implementation strategies

Performance appraisal of the strategies was premised on the results achieved hitherto in the light of the individual project's results framework. This was based on the available secondary data in the project's progress reports, site visits, discussion with UNDP CO, Project Stakeholders both at the federal and local level, discussion with beneficiary communities. The documentation process followed a systems analytical framework in order to ascertain the inputs, processes and results that have been associated with different implementation strategies. Importantly, the assessment embraced both the process and results evaluation techniques in order to draw stronger linkages between the processes/strategies employed and the emanating results. This was important for pointing out strategies that are yielding or likely to yield superior results with particular focus of the degree of effectiveness, efficiency, relevance, mainstreaming and sustainability.

Each project was assessed independently on the basis of what it was set out achieve and what it has actually achieved. This was intended to delineate the strategies that have produced superior results along the OECD/DAC evaluation criteria. Stakeholders that were involved in primary data collection have purposively been selected on the basis of the role they have played in project implementation. Data for performance appraisal was gathered through key informant interviews or group discussions with the project management (UNDP & Gov't) guided by the data collection matrix in Annex III. On the basis of the project performance on both the output and outcome indicators as well as general project management indicators, strategies that have supported the achievement of superior results were identified as here below.

## Specific tasks performed

In the light of the requirements of this assignment as interpreted above, the consultant undertook the following tasks sequentially.

- A. Kick-off meeting with the client:** Immediately after signing of the contract, the consultant held a kick-off meeting with the client to ensure that both the client and consultant have a common understanding of the proposed consultancy activities and deliverables. Aspects of discussion in this meeting included; the consultant's state of mobilisation, work plans, strategy and methodology of assignment execution on an activity-by-activity basis. This was one way of soliciting support for the assignment and improve flow of information between the Consultant and Client.
- B. Inception:** In the light of the assignment objective drawing on the consultant's vast experience in similar assignments, this assignment had three inter-dependent components namely; i) general appraisal of the projects implementation strategies; ii) identification and validation of the best practices; and detailed profiling of the collaboratively selected strategies that have yielded or have the potential to yield superior results consistently. The consultants was tasked to refine the assignment work plan and approach during the inspection phase. This was a critical phase of this assignment which helped in streamlining clarity and consensus on the approaches to be used, the timelines to pave way for effective and productive advancing of the assignment. It involved the following steps
- **Literature/ Data acquisition:** Interaction with project staff allowed the Consultant to identify sources and type of relevant data and information
  - **Preliminary review** of existing documentation and data sources
  - **Confirmation of study methodologies** aimed at ensuring attainment of consistency using strategies inherent within each methodology and approach
  - **Stakeholder Identification:** Three steps were taken for preliminary stakeholder analysis: Identification of stakeholders; Delineation of their interests; and Designing an engagement plan.
  - **Issue of refined Data collection matrix to respective Project managers** as to familiarize with the tool and enable consultant capture initial opinions and inputs
  - **Logistical Planning** as to have a detailed travel and filed activity practical plan easily adaptable to project stakeholders
  - **Inception Report preparation:** An inception report was drafted by the consultant and submitted to the client on September, 2020.
- C. Desk Review** of relevant existing data and documents: The consultant reviewed secondary data/ information, policies, plans, strategies and relevant legal documents concerning the three project to gain an understanding of the project conceptualization and implementation.
- D. Site Visits:** Travelled to Ethiopia and visited various sites under the 3 project (20.01.2021-07.02.2020).The consultant guided by the project coordinators conducted planned sites visits (drives and transect walks) aimed at capturing primary data of the best practises (Observation and jotting notes). Significant photographs were taken of the current situation on the ground to give an informative view of the current issues (including best practices) in relation to the project intervention.
- E. Focus group discussions and interview:** FGD targeted mainly project beneficiaries especially the women, youth, elderly and disabled. For this purpose guiding questions were used for interactions and data collection. FGD were also conducted with UNDP Country Office and implementing partners of the three projects. Information obtained from in-depth interviews helped to contextualize some of the information obtained from the data collection matrix (initially filed by project managers) and FGDs.
- F. Consultation, Photography and Videography:** were carried out with project stakeholders especially relevant government officials to obtain their views about project conceptualization and implementation through: Structured interviews and meetings; Non-structured Ad hoc discussions; and Meetings with technical personnel, and officials. This was aimed at: capturing obtain baseline information (including local expectations), and to allow stakeholders the opportunity to make comments and express their views on the project implementation status at the project sites to synthesize and document project best practices. Further still in order to capture real situation on ground a videography and photography were also used.

- G. Identification of best practices:** From the performance appraisal of the projects above, a detailed list of competing strategies was generated. Following the established scoring criteria, the strategies that meet the established criteria were picked for in-depth profiling. The list of these strategies were discussed at length with the key stakeholders to ensure that the selection of the best practices was done in a highly participatory manner. The selection criteria included but not limited to: degree of effectiveness, efficiency, relevance, innovation, replicability, stakeholder involvement and sustainability associated with each employed strategy.
- H. Profiling of the selected best practices:** Upon selection of the best practices, in-depth information about their design, implementation arrangements/processes, opportunities and challenges as well as the lessons learnt were captured and articulated. In-depth information about the input, process and results variables of the identified strategies were gathered through key informant and/or group interviews with relevant stakeholders at national and sub national levels in addition to the site visits as well as interviews with beneficiary communities. Customized data collection tools were prepared in respect to the identified strategies and stakeholder categories. Data collection covered all the selection criteria of the best practice. It was at this phase that more wide consultations with stakeholders was conducted.
- I. Documentation phase:** In principle, the assignment is to be guided by three fundamental questions namely: i) what did the project set out to achieve and how; ii) what has the project actually achieved and why?; and iii) what are the distinguishing features of the best ranked strategy. Basis on that, Best Practices for Three Projects: Food Security, EMPAS and CCA Highland Projects were documented in such a report format; Executive summary, Introduction, Best practices, Conclusions and recommendations. Prepare a narrative report and a video documentary by interviewing sample project beneficiaries. The documentation of the projects best practices was aimed at facilitating replication and or up scaling outside the pilot districts or in other areas within and outside Ethiopia and for global lessons and experience sharing.



# BEST PRACTICES





## 2.1 BEST PRACTICE

### What Is A Best Practice?

“Are set of guidelines, ethics or ideas that represent the most efficient or prudent course of action.” Based on UNDP Sub-Regional Resource Facilities “Guidelines Identifying or Certifying ‘Best Practice’ or Comparative Experience” this report documents and assesses activities and methodologies undertaken by UNDP GEF projects.

According to the Guidelines there are three main sets of criteria with which to evaluate Best Practices each set having a number of specific standards that should be met, including;

- 1. Design:** *Has the context been thoroughly examined? Has it been designed in a participative manner?*
- 2. Implementation:** *Have the activities been well managed, have there been regular meetings, have monitoring and evaluation exercises been carried out?*
- 3. Results:** *Has it achieved attitudinal change? Are results objectively verifiable? And has self-reliance been strengthened?*

Using these guidelines and focusing specifically on whether the practices are: Replicable, Cost effective, Participatory, in line with government strategy, Gender sensitive and Sustainable, made it possible to identify and document which practices should be considered Best Practices, which can be replicated and or up scaled outside the pilot areas or in other areas within and outside Ethiopia and for global lessons and experience sharing. Three general fundamental questions were hinged on, namely:

- i. What did the project set out to achieve and how?
- ii. What has the project actually achieved and why?; and
- iii. What are the distinguishing features of the best ranked strategy?

Specifically, following questions were used to aid above;

#### Implementation of the practice

- What were the main activities carried out?
- When and where were the activities carried out?

#### Results of the practice – outputs and outcomes

- What were the concrete results achieved with regard to outputs?
- What was the impact of such output?

#### Conclusion

- Why may that intervention be considered a “best practice”?
- What recommendations can be made for those intending to adopt the documented “best practice” or how can it help people working on the same issue(s)?

**Importance:** A successful experience deserves to be shared. Where activities, through exemplary elements of their design, implementation and outcomes have generated positive change, the practices which led to their successes deserve to be investigated and understood. Once they are understood they can be catalogued, disseminated and adopted in order for those successes to be replicated

## Project 1 - CCA Growth: Implementing Climate Resilient and Green Economy Plans in Highland areas in Ethiopia Estate



### 2.1.1 CAA Best Practices

#### CAA Best Practice 1: Capacities Enhancements

Intensive training on CCA at various levels among communities, Woreda, regional and federal governments aimed on building the capacity, increasing awareness and improving understanding of climate change risks and opportunities for the long-term success of CAA programmes in Ethiopia were conducted. Through numerous seminars, government officials in MEFCC, MoANR, MoWIE, MoLF, MoFEC and NMA were exposed to CCA concepts. At a Woreda-level, a “training the trainers” approach (local-level trainers – including extension agents) was effectively adopted, which has seen continual training of local communities beyond the project lifespan. Trainings and awareness raisings workshops on the topics of: Climate Smart agriculture; Soil and Water conservation measures; and Sustainable land management practices. Technical assistances to both extension agents and farmers were provided that created strong linkages between farmers and extension agents within the project Woredas.

To strengthen this new relationship, a cross-regional and multi-level knowledge-sharing forum has been established across the project localities, which has enabled sharing experiences and innovations among; relevant line ministries, agricultural research Institute, local Universities, Model farmers, different NGO’s and CBOs including women’s, youth and farmer groups. This provided a platform to discuss their needs and problems faced, generation of site-specific solutions, and adoption of best practices. The forum will trigger partnering on aligned future projects and long-term collaboration. Training on the development of bankable business plans has been provided to empower community groups to leverage private sector finance. This enabled local communities to generate additional income beyond the scope of the project, further increasing their resilience to future climate change.

| Output  | Impact  |
|---|---|
| <ul style="list-style-type: none"> <li>Trained 41,756 (23,092 M &amp; 18,664 F) beneficiary famers across all the project Woredas on climate-Smart land management and livelihood</li> <li>Trained 1031 community members and 503 extension workers on data collection, monitoring and transmission</li> <li>Trained 1078 community members on dissemination of climate information</li> <li>Linked 5380 famers to over 189 extension workers</li> <li>Established 8 Woreda’s forum</li> <li>2,495,678 (1,265,136 M and 1,230,542 F) community members sensitized</li> <li>Innovation and experience sharing with Universities and research institutions</li> </ul> | <ul style="list-style-type: none"> <li>Income diversification through sale of grass, poles, honey, and various other forest products, and also sale of livestock and livestock products.</li> <li>Involvement in alternative livelihood options such as modern beehives, poultry farming, petty trade,</li> <li>Increased knowledge and willingness of the communities to participate</li> <li>Improved participation of different actors to build the capacity of the farmers</li> </ul> |



**Linkage to best practice:** Project Outcome 1: Capacities enhanced for climate-resilient planning among communities, Woreda, regional and federal governments was achieved. Through trainings, focused on specific and practical based topics linking CAA attributes to daily adoptable community practices or norms exhilarated building a strong knowledge and skill base that brought change in attitude of the community. Top to down knowledge sharing linkage (National to Kabele) reinforced continual knowledge sharing beyond the workshops which acted as platform for bridging the communication gap between them, enabling participants to share their experiences, exchange views, ideas and contacts and learn from each other. The knowledge gained was equally shared with other community members. Many participants are now invited in different events, forums to share their experience and train local.

**CAA-BP1-Lessons learnt:** Cooperation and collaboration to the best interest of the success of the practice is required in all phases. This begins with considering the knowledge gap in the area of interest, target group and sector as to address community needs tailored to project activities. Incorporation of the day to day activities of the participants in the power point presentations vividly has a better visual conceptualization of the training content. Integrating Capacity Building in the planning and implementation of communities, Woreda, regional and federal government's plans, strategies and initiatives has proven to be successful for creating ownership and ensuring sustainability.

**CAA-BP1-Enchancement Recommendation:** Need for support in terms of

- **Training trainers of trainers:** Most of the initiatives/strategies analysed recognize that building local capacity for training is crucial to ensure the sustainability. Training a set of individuals for a specific project will only ensure that the project activity is executed successfully, given that the trained capacities work in the project for its entire lifetime. But this kind of project-linked capacity building does not contribute to a long term build-up of capacities for a certain CAA attribute. In order to achieve a constant supply of trained capacities in a country/sector it is necessary to build up qualified local training. The potential training providers are a team of experts from local universities, Agricultural research institutions and Woreda relevant institution. This is intended to capture the pedagogy or training methodologies, recent developments in the science of CCA and relevant research outputs related to the training topics and the required interventions to be implemented as well as to be able to capture the existing know. This will also help in equipping the potential training providers with the necessary skills to implement training (training skills, training methods but also knowledge transfer on e.g. CAA strategies), encourage trainers to train other trainers to achieve multiplication effects.
- **Including CAA into basic education curricula:** In order to create a new generation of CAA practitioners, the concept of CAA should be also enrooted in basic education, such as including CAA attributes in scholar curricula, e.g. in subjects such as physics, and also GEO were secondary schools students may be made aware of the importance of climate change from an early stage
- **Adoption of Information and Communication Technologies such as virtual training:** The use of ICT provides great opportunities for disseminating information, proving platforms for auto-learning and/or interactive learning, and they serve as instruments for networking and establishing strategic relationships. With the out brake of COVID19, the internet platform has aided swift and cost effective trainings to be conducted, hence incorporation of such technological use will increase efficiency of the trainings especially at national level
- **Monitoring and Evaluation of implementation of skills learnt:** Monitoring and Evaluation of evidenced based outcomes of capacity building is not only relevant to measure success but provides also important input for corrective action and optimization of the capacity building strategy, its components and activities. An iterative character of M&E, which is flexible and allows for change as learning occurs and to extract lessons learned in the process, will be especially important in the context of capacity building.

## CAA Best Practice 2: Evidenced farmer-farmer exchanges



Site visits to model farms showcasing CSA practices and SWC measures facilitated farmer to farmer knowledge exchange. Periodic visits to agricultural demonstration sites during construction, operation and maintenance phases enlightened farmers on watershed management measures, CSA techniques and livestock production practices. These demonstration activities including beekeeping practices, different varieties of crop production and poultry farming have been utilized

| Output   | Impact  |
|--|---|
| <ul style="list-style-type: none"> <li>Farmer to farmer exchange visits benefited 2726 beneficiary farmers</li> <li>2 day field demonstration at 8 sites with 352 beneficiary farmers and 137 extension workers</li> </ul> | <ul style="list-style-type: none"> <li>Sharing of lessons and best practices as to increase the overall positive impact of the project and becoming best model for other farmers</li> </ul> |

**Linkage to best practice:** Exchange visits offer a bundle of benefits, well beyond just acquiring information. An intellectual and physical journey creates common understanding, relationships forged in the fun and hardships of shared experience, commitments to new approaches, and friendships as foundation for future networking. Visits allow travelers and hosts to focus time and attention on a topic, learning deeply, sharing ideas, and assessing the relevance of new approaches. Information comes alive, in dialog, in detailed responses to specific queries, in conversations enriched by the perspective of distance and difference. The chance to look behind the scenes, to get acquainted with real people, understanding their problems and achievements, can create inspiration to keep working and launch new initiatives.

Farmer-to-farmer exchanges therefore had the strongest potential to improve the technical capacities of local farmers, increasing their productivity and contributing to local CAA initiatives ownership. Exchange visits were key to sharing knowledge, successful experience and good practices on agriculture and the sustainable management of natural resources. With the support of CAA project, participants discussed public strategies to strengthen access to markets, and climate resilience capacities for farmers while contributing to more inclusive rural development. Farmer-to-farmer exchanges have also given voice to the small farmers in rural areas, who are often neglected by public policies at all levels. These experiences have served as a catalyst for developing proposal mechanisms and actions tailored to small farmers' needs and aimed at improving their livelihoods in order to reduce rural poverty.

**CAA-BP2-Lessons learnt:** Learning good practices and experiences through farmer-to-farmer exchanges has been crucial to improving local farmer's capacities, managing financial resources and giving small farmers access to markets. The strength of this method lies in the fact that it is based on direct knowledge exchange among rural people involved in the same productive activities. While constraints to agriculture development can be culturally and geographically specific, many of the challenges that small farmers face are similar worldwide.

**CAA-BP2-Enhancement Recommendation: Twinning:** Peer-to-peer twinning approach for enhancing practical demonstrative skills for community members would yield better reaching results. This approach may consist of pairing a model farmer or extension workers or experienced farmers to an individual in the same kebele or different one, who needs to improve his/her skills in that particular field, to achieve a learning by supervised doing effect. The reason for the success of this type of approach is that twinning does not only cover the dimension of knowledge transfer, as it is the case in traditional trainings, but it also provides the opportunity to put the newly acquired knowledge and skills into practice with the guidance of a mentor, who can provide feedback and support throughout the learning process.

### CAA Best Practice 3: Technical Assistance



BP3 is split into three sub best practices;

- **BP3-1:** The first is Improving access to Climate information;
- **BP3-2:** The second is provision of financial technical and technological support to beneficiary farmers to enable them implement Climate Smart Agricultural (CSA) practices, Climate Smart Livestock production and others to diversify beneficiary communities income thereby improve their livelihoods.
- **BP3-3:** The third is integrated watershed management that include: Physical conservation measures, nursery management practices and planting on degraded lands

Provide technical assistance and financial support to (National Meteorological Agency (NMA)) Branch offices that are in close proximity to the Highland CCA project Woreda sites to integrate local weather and climate information obtained from the Automatic Weather Stations (AWS).

**Technically;** preparation of down scaled seasonal, decadal and short terms weather forecasts based on the AWS data

- Detailed problem analysis & stakeholder engagement at very initial stages.
- Diversification of agricultural production.
- Land rehabilitation practices
- Promotion of off-farm activities for enhanced household food security.

**Financially** supported to organize a workshops and to and disseminate decadal and seasonal forecasts to beneficiary farmers across the all the project Woredas– particularly to women and female headed households – for the identification and implementation of selected income-generating activities; Incentivizing investment by lateral and multilateral organizations and private sector & Co-financing Modalities

| Output  | Impact   |
|---|--|
| <ul style="list-style-type: none"> <li>• 16 Nursery sites have been established /upgraded by providing material, equipment, seed support and by fencing the nurseries across all the project sites</li> <li>• A total of 8,914,979 different type of seedlings raised and planted over an area of 2069 ha</li> <li>• Over 25,219 (of which 11,205 Female) beneficiary farmers across the entire project Woredas supported with the provision of 5286 small ruminants (mainly sheep and goats), 28, 183 Chicken, 296 cross bred cows and a total of 105 oxen for fattening practice and 208 modern beehives.Small remnants, cattle (Milk cows and oxen for fattening) and poultry etc. to improve their livelihoods</li> <li>• 2,243,658 different types of seedlings have been raised</li> <li>• 2944 beneficiary famers supplied with potatoes, wheat, barley, legume, maize</li> <li>• Closed off 2,910.36 hectare of land across the entire project Sites</li> </ul> | <ul style="list-style-type: none"> <li>• Improved livelihood</li> <li>• Improved Meteorological ICT</li> </ul> |



### Installed Four Automatic Weather Stations

**Linkage to best practice:** Nursery use a variety of practices known as best management practices (BMPs) to reduce sediment, nutrient, and water losses from production beds and to improve efficiency. These were benchmarked on by project participants applicable at their famers translating to minimizing water usage, nutrient loss, potential pollution and pest and moisture management.

#### CAA-BP3-Lessons learnt:

A thorough, integrated systems approach to clean plant production is needed to produce plants that are free of *Phytophthora*. The concepts of: **Start clean** by use of clean starting components, including plant containers, potting media, and water; **Stay clean** by using clean production practices and organizing the nursery in a way that separates potentially contaminated materials from clean plants, prevent the introduction of *Phytophthora* into nursery stock rather than attempting to suppress it after plants are already infected. If there is no *Phytophthora*, there will be no *Phytophthora* diseases.

**CAA-BP4-Enchancement Recommendation: Better preparation:** Nursery operations involves various activities such as, seed sourcing, Seed bed preparation, Sowing seeds, Potting, Pricking Out, Shading, Watering, Weeding, root pruning, application of additional fertilizers or manure.

### CAA Best Practice 4: Documentation

Detailed risks and hazards communication strategy document was prepared and is ready for publication. A detailed vulnerability assessment of eight target Woredas was conducted, from which results guided in the preparation of integrated watershed management and landscape management plans for each Woreda. Developed water management tools and guidelines for each of the eight targeted catchment areas from the periodic groundwater monitoring. Training communities on the development of business plans to ensure additional income-generating activities are implemented on a long-term basis.

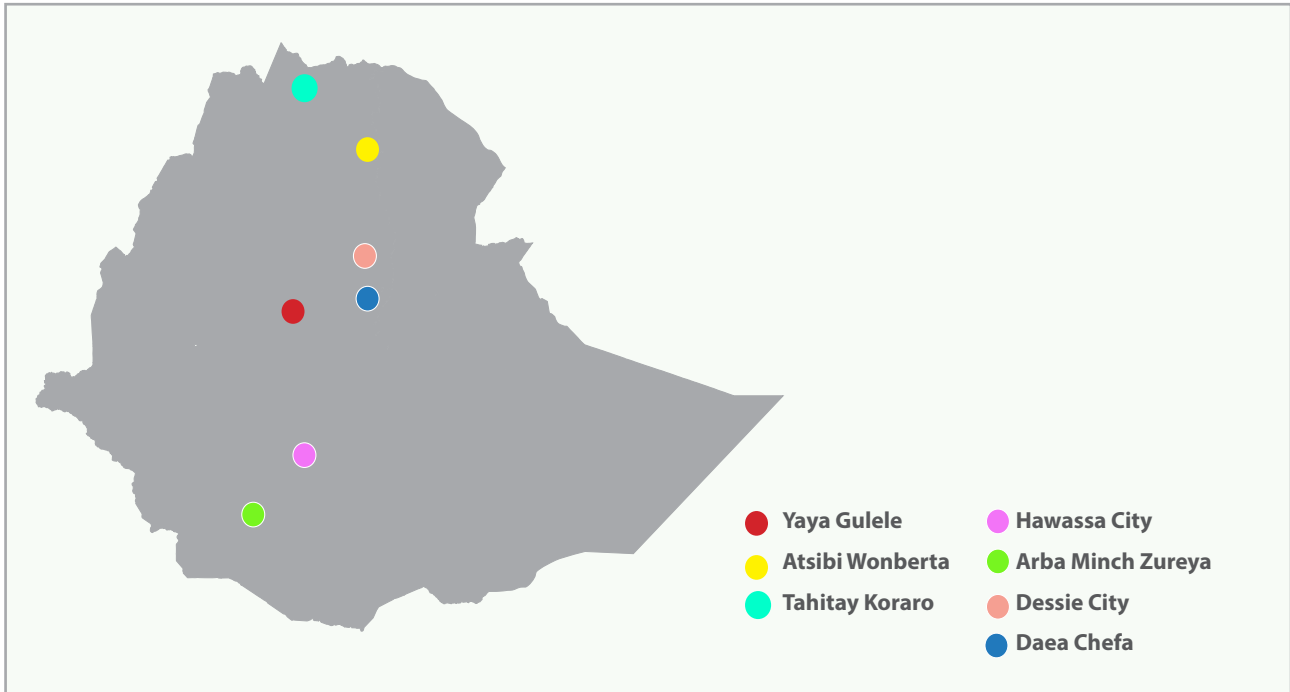
The Project design also does align with the priorities outlined in the Country’s National Adaptation Programme of Action (NAPA), Climate Resilience and Green Economy (CRGE) strategy and the Agriculture Sector Climate Resilient Strategy. Based on how well Project Design dovetails with the Government priorities as well as local beneficiaries’ challenges and solutions, the Project Design offers a strong foundation for Project ownership and continuity.

| Output   | Impact   |
|--|--|
| <ul style="list-style-type: none"> <li>Vulnerability Assessment in 6 Woredas and 2 City administration level</li> <li>One CCA project activities, lessons learned and beneficiary satisfaction documentation</li> <li>Prepared 26 small scale micro enterprise business plans</li> </ul> | <ul style="list-style-type: none"> <li>Improved project management</li> <li>Growing implementation of watershed management initiatives and increasing knowledge and willingness of the communities to participate</li> </ul> |

**Linkage to best practice:** Documenting and sharing best practices affords one the opportunity to acquire knowledge on lessons learned, how to improve and adapt strategies and activities through feedback, reflection and analysis, and implement large-scale, sustained and more effective interventions. There’s no doubt that project documentation above were vital part of Project success. These made it possible to make sure that project requirements are fulfilled and established traceability concerning what has been done, who has done it, and when it has been done.

**Specifically:** The business plans were based on the results of a separate feasibility studies, which took into account the views of a wide range of stakeholders. During plan development, the project ensured buy-in from government, the private sector and from community members was critical for successfully strengthen of inclusive business ecosystem across the project and country at large.

Vulnerability assessment was aimed at assessing the land resources and climate situation of the agricultural landscapes and how vulnerable (adaptive capacity, exposure and sensitivity) are the selected rural and urban communities sites where the EFCCC Highland CAA project is implemented (Regions of Amhara, Oromia, Tigray, SNNP, Sidama Region).



The assessment provided information about the nature and magnitudes of impacts expected from climate change, and inform decision makers at Woreda, regional and federal government level about the form and urgency of adaptation activities and strategies to be employed. Different short term coping and long term climate change adaptation strategies were identified across the studied communities and areas, Including;

1. Income diversification through sale of charcoal, grass, poles, honey, and various other forest products, and also sale of livestock and livestock products. Involvement in alternative livelihood options such as modern beehives, poultry farming, petty trade, etc. Some of the income activities are either new or enhanced in response to the changing climate
2. Intensify crop cultivation to increase production and productivity. In this case, application of improved varieties and fertilizer has increased as the productivity of land races has decreased from time to time. The issue however is to access these technologies due to the rampantly increasing price against the declining capacity to many households to afford them. **(Strategy 2 has been achieved mainly under CAA\_BP5)**
3. Diversifying crop cultivation and shift the cropping season with rainfall shifts. Though the use of their Traditional Knowledge system, farming communities are trying to learn the shift in the rainfall and try to adapt their sowing season accordingly. This however is not always successful and need to be supported by enhancing access to climate information. **(Strategy 3 has been achieved mainly under CAA\_BP5)**
4. Increasing use of available water resources for irrigation. Households started to learn about the importance of irrigation, for instance, most households in SebetaHawas district were effectively utilizing the small streams to enhance the productivity of their garden, where they were able to shift to cash crops such as vegetables and Chat. **(Strategy 4 has been achieved mainly under CAA\_BP5)**
5. Strengthening reforestation, soil and water conservation and tree planting. In weredas such as Dawa Chefa, communities were able to re-green vast watersheds, integrate fruit trees and hence enhance their livelihoods. **(Strategy 5 has been achieved mainly under CAA\_BP3)**
6. Train farmers on modern agricultural technologies and climate change so as to sustain their production and productivity **(Strategy 6 has been achieved mainly under CAA\_BP1)**
7. Strengthen extension advice and early warning systems **(Strategy 7 has been achieved mainly under CAA\_BP3)**
8. Use alternative energy sources

#### **CAA-BP4-Lessons learnt:**

Community vulnerability assessment should be undertaken in participatory form. This ensures integration of local knowledge system and engages vulnerable communities in the formulation of adaptation strategies that will be operable and most relevant to their circumstances; and development of practical tools, along with information and education, to ensure that the communities will have the necessary capacity to analyze climate risk and decide on adaptation strategies.

#### **Documentation**

- Smart Storage: documentation must be easy to identify and easily accessible.
- Share: the documentation must be shared to right collaborators, allowing receipt of constructive feedback
- Updating the documentation: as the project progresses, it is necessary to ensure that the project documentation is correctly updated.

#### **CAA-BP4-Enhancement Recommendation:**

- The Climate Resilient Green Economy strategy of the Ethiopia as a development direction could be a great opportunity to focus on environmental resources management, access to finance and technology. This coupled with second growth and transformation plan of Ethiopia will attribute to successful implementation of the project plans
- Integration and or joint planning among public, civic and private institutions to enhance social-ecological resilience of communities are critical for successful implementation of plans. It is important to engage all stakeholders in sustainable management of natural resource such as through promoting community based afforestation and reforestation, area closure, soil and water conservation activities, interventions most important to ensure social-ecological resilience of the landscape. Along with such interventions, it is also important to engage the private sectors who are making use of environmental resources to share benefits to these communities who manage the landscape.
- **Better and detailed project activity documentation:** Specifically, the project documentation should focuses on:
  - Define the purpose and scope of the project;
  - Identify results and key points;
  - Document the technical parameters and the technologies to be used;
  - Address the way deliverable will be built or distributed;
  - Evaluate elements such as quality, scope, resources, risks, training and costs;
  - Document any blackouts or unexpected events that may occur;
  - Communicate progress and update project stakeholders.

## CAA Best Practice 5: Technological and improved method adoption



A range of climate-smart agricultural technologies and methods were implemented in collaboration with local community members (beneficiaries of the project) in the eight target Woredas. Farming equipment, different varieties of seeds such as potato, wheat, barley, beans and maize as well as vegetable seeds were provided. Rainwater harvesting practices was encouraged by treating land surfaces in all eight targeted Woredas. Planting multi-use species that yield ecosystem goods and services was also undertaken. Within ex-closure sites and in woodlots around houses, indigenous multi-use tree species have been planted for commercial and domestic purposes that provide resources for decades. The value of this new, productive landscape will incentivise protection of trees by the community. Apart from planting of climate-resilient species, additional benefits including: i) stabilising soil to prevent soil erosion; ii) increasing infiltration, thereby raising groundwater levels; iii) mitigating against the intensity of water runoff and flood impacts; and iv) sequestering carbon in the soil are aimed to be achieved. By active participation project beneficiaries, different soil and water conservation activities such as; construction of soil bunds, check dam, percolation pit and trenches were constructed on an area of 341.70 hectare of land across the project sites

| Output  | Impact   |
|---|--|
| <ul style="list-style-type: none"> <li>• Deployed soil and water conservation measures on over 1,938.17 ha</li> <li>• Installed Four Automatic Weather Stations</li> <li>• Procured 16 plastic/fiber 10,000 litter water tanks</li> <li>• Drilled 10 shallow water wells and 2 deep wells</li> <li>• 2 Sediment Storage Dams constructed</li> <li>• 285 plastic geo-membrane water harvesting distributed</li> <li>• 2000 low-cost plastic rain gauge procured for local weather monitoring</li> <li>• Establishment of Landscape-national level data integration tool</li> <li>• Conducted action research &amp; establishment of a learning frame work for scaling up innovation</li> <li>• Integrated Value chain approaches with sustainable production systems</li> <li>• Organized water user groups</li> </ul> | <ul style="list-style-type: none"> <li>• Household grain storage for hard times (bad seasons).</li> <li>• Intensified crop cultivation that has increased production and productivity.</li> <li>• Diversified crop cultivation and shifted the cropping season with rainfall shifts thanks to easily accessed to climate information.</li> <li>• Strengthened reforestation, soil and water conservation and tree planting. In weredas such as Dawa Chefa, communities were able to re-green vast watersheds, integrate fruit trees and hence enhance their livelihoods.</li> <li>• Strengthened extension advice and early warning systems</li> <li>• Strengthening agricultural value chains</li> <li>• Improved soil and water management practices</li> <li>• Increased use of available water resources for irrigation. Households started to learn about the importance of irrigation, for instance, most households in Sebeta Hawas district were effectively utilizing the small streams to enhance the productivity of their garden, where they were able to shift to cash crops such as vegetables and Chat</li> </ul> |



### **Linkage to best practice:**

Practices with an explicit focus on adaptation to specific climatic stressors, and practices that simultaneously reduce production risks and lower greenhouse gas emissions were adopted. Most of technological practices aimed at preventing soil damage that releases carbon and water into the atmosphere; promoting soil and water conservation; and increasing productivity. Practices including;

- An indispensable input for climate-smart crop production is quality seeds and planting materials of well-adapted varieties. It is impossible to harvest good crops with bad seeds (FAO, 2011). Crop varieties that are resistant to climate-related phenomena and more efficient in their use of resources to reduce their impact on the agricultural ecosystem and the wider environment were adopted.
- Where water is a limiting factor, improving water management was achieved through measures that conserve soil and water; efficient irrigation technologies that can maximize crop yields per volume of water applied; and reduce unproductive evaporation losses were used. Achieving greater efficiency in irrigation often involves additional energy costs, for this reason, the met irrigation needs in the community was accompanied by appropriate energy technologies (e.g. solar powered pumps, Mechanical wheel hydraulic pumps). Also the collection and storage of rain into the water tanks, or run off into dams enriched the water storage for agricultural and livestock water needs in the communities. In addition, the risks associated with flooding and soil erosion during high rainfall seasons would decrease during dam water catchment. Small farmers, especially those farming on hillsides, could benefit the most from rainwater harvesting because they are able to capture runoff and decrease the effects of soil erosion.
- Soil protection was achieved by practicing direct seeding in combination with the sustainable management of crop residues and within a broader framework of integrated soil fertility management. This led to increasing productivity which allowed growth of more from the land already under production. Measures evidently deployed include;
  - Mulching; Keeping the soil covered with a layer of evenly distributed crop residue
  - Conservation agriculture approach which combined limiting soil disturbance to a minimum, maintaining soil cover and diversifying crop production.
- Developed simple and robust communication channels to guide the decision-making of farmers on a seasonal and long-term basis as planning strategies to address climate change were hinged on. In terms of risk management, some of the most relevant technologies relate to weather forecasting and early warning systems. The improved timing and reliability of seasonal forecasts and hydrological monitoring enables farmers to make better use of climate information take pre-emptive actions and minimize the impact of extreme events. With the installed Four Automatic Weather Stations under management of the Woreda, trickling collected data to National Meteorological Authority for interpretation then disseminated back through the same channel up to the local famers through the extension system. The project provides technical assistance to NMA to integrate local weather and climate information obtained from the AWS. Also NMA Branch offices that are in close proximity to the Highland CCA project Woreda sites have been financially supported to integrate local weather and climate information obtained from the AWS. Prepare downscaled daily, weekly and seasonal weather forecasts to the public, based upon the integration of local weather and climate information
  - NMA Branch offices that are in close proximity to the Highland CCA project Woreda sites have been supported to prepare down scaled seasonal, decadal and short terms weather forecasts throughout the project implementation. Belg, Kremet and Bega weather forecasts has been prepared based on the AWS data;
  - Branch offices were financially supported to organize a workshops and to and disseminate decadal and seasonal forecasts to total of 41,756 (23,092 M & 18,664 F) beneficiary farmers across the all the project Woredas. These have accessed timely and reliable decadal and seasonal climate information.

### **CAA-BP5-Lessons learnt.**

- Integrated pest management for adopted climate-smart crop varieties should involve the use of appropriate measures to discourage the development of pest populations and keep pesticides and other interventions to levels that are economically justified; reduce or minimize risks to human health and the environment; and disrupt as little as possible the agricultural ecosystem.

- The establishment of strategic partnerships is fundamental for the sustainability of Technological and methodological adoption at a national, regional and local level. Collaboration enhances the capacity of people and organization to achieve goals through synergy effects, brought about by the efficient and effective combination of complementary skills and strengths, as well as of the human, material and financial resources between the parties engaged in a partnership. Woreda and kebele initiatives partnerships will help trickle down implementation success.
- Use of services of a national consultant, increased the local content by Ethiopia's expert involvement in the project such as;
  - During establishment of groundwater monitoring strategy and developing water management tools and guidelines for each of the eight targeted catchment
  - Undertaking comprehensive analysis of market opportunities and value chains for agricultural and other products in each of the eight project Woredas

#### **CAA-BP5-Enhancement Recommendation:**

- Climate-smart management practices for different crop systems that can help farmers adapt to specific climate change risks and/or mitigate these risks should be adopted in the Woreda extension services.
- Farmers are more willing to use a new variety when they have trusted information and are confident the new variety will meet their needs. The extension system is particularly important to generate data about the performance of varieties. CAA project demonstration plots should continuously be used to showcase the advantages of well-adapted crop varieties to communities of small-scale farmers even after project closure; this will act as sustainability success factors for the current initiative.

#### **CAA Best Practice 6: Monitoring and Evaluation**

The project results as outlined in the project results framework have been monitored annually and evaluated periodically during project implementation to ensure the project effectively achieves these results. Project-level monitoring and evaluation have been undertaken in compliance with UNDP requirements as outlined in the UNDP POPP and UNDP Evaluation Policy. Additional mandatory GEF-specific M&E requirements (as outlined below) have been undertaken in accordance with the GEF M&E policy and other relevant GEF policies.

In addition to these mandatory UNDP and GEF M&E requirements, other M&E activities considered necessary to support project-level adaptive management also put in place including the exact role of project target groups and other stakeholders in project M&E activities including the GEF Operational Focal Point and national/regional institutes assigned to undertake project monitoring.

Conducted monthly, quarterly and yearly monitoring and evaluation of the project. Day to day and monthly M&E to Woredas was carried out by the PMU; Woreda PSC members had regular M&E sessions in their respective Woredas, in most regions M&E was carried out by Regional focal points and experts, Joint M&E with field missions including UNDP staff was carried out in all Woredas.

**Lessons learned and knowledge generation:** Results from the project have been disseminated within and beyond the project intervention area through existing knowledge sharing networks and forums. The project identified and participate relevant parties in scientific, policy-based and/or any other networks, which may be of benefit to the project.

**Risk Management:** As per standard UNDP requirements, the Project Manager have been monitoring project risks quarterly and reported on the status of risks to the UNDP Country Office. Risks will be reported as critical when the impact and probability are high. Management responses to critical risks will also be reported to the GEF in the annual PIR.

**Independent Mid-term Review (MTR):** An independent mid-term review process has been conducted after the second PIR has been submitted to the GEF, and the MTR reports have been submitted to the GEF in 2019. The MTR findings and responses outlined in the management response have been incorporated as recommendations for enhanced implementation during the final half of the project's duration.

**Terminal Evaluation (TE):** An independent terminal evaluation (TE) will take place upon completion of all major project outputs and activities. The terminal evaluation process will begin three months before operational closure of the

project allowing the evaluation mission to proceed while the project team is still in place, yet ensuring the project is close enough to completion for the evaluation team to reach conclusions on key aspects such as project sustainability. The Project Manager will remain on contract until the TE report and management response have been finalized.

**Final Report:** The project’s terminal PIR along with the terminal evaluation (TE) report and corresponding management response will serve as the final project report package. The final project report package shall be discussed with the Project Steering Committee during an end-of-project review meeting to discuss lesson learned and opportunities for scaling up.

| Output  | Impact  |
|---|---|
| <ul style="list-style-type: none"> <li>• Established Vital Signs monitoring landscapes in each of the five regions.</li> <li>• South-South and Triangular Cooperation</li> <li>• Developed M&amp;E Systems &amp; tools</li> <li>• M&amp;E Reporting</li> <li>• Shared lessons and best practices</li> </ul> | <ul style="list-style-type: none"> <li>• Increased productivity and accelerate the rate of successful project delivery</li> </ul> |

**Linkage to best practice:** Monitoring & evaluation is a process through which projects are assessed to understand their performance, if they are able to reach their goals & how can they be improved. It acts as an accountability tool for most social impact projects & interventions. Adoption of M&E as a best practices linked M&E to CAA project strategic plans; three components and outcomes; focusing on efficiency and cost-effectiveness; employing a participatory approach to monitoring progress, utilizing both international and local expertise, disseminative results widely; using data from multiple sources; and facilitating data use for project improvement.

**CAA-BP6-Lessons learnt:**

- M&E is a program asset, not a burden. A comprehensive and well-designed M&E plan is a key asset of any program. A plan, even one that is well designed, can be a waste of time and resources if it is not utilized for program improvement. However, when a plan is used to improve a program at all levels, it is a key investment for the success of programs.
- Local ownership is fundamental to increased utilization and sustainability. Embrace and ownership of the plan by the project staff and community members who will be using it are essential for maximum productivity. The best way to ensure the ownership of the system by local organizations is their active involvement at all stages—design, data collection, and analysis. Ownership is important for the results to be utilized to the maximum extent and for future M&E exercises to be conducted without external support.
- Leadership continuation and commitment is requisite. Designing and developing a thorough M&E plan requires a lengthy development and implementation process, which pays off in the long term. The impact of a sound M&E plan and implementation on continuous performance improvement is better understood when the plan is implemented over a given period of time. Continued support of the plan by the leadership regional and Woreda levels has helped sustain and institutionalize the efforts.

**CAA-BP6-Enhancement Recommendation:** Reliable M&E should move beyond ‘wishful thinking’ and not only report on success stories. Improving on mistakes is a key part of a ‘learning culture’. M&E is a ‘learning and growing processes on a personal, project and community level (Marianne, 2014). Everybody at Kebele, Woreda administrators should know by whom and how M&E is conducted and for what purpose benchmark to the current project M&E practice. In a nut shell: Project initiate scope must be known; M&E should be initiated at project design stage; M&E is an ongoing process; Different M&E tools and methodologies should be explored; Relevant indicators should be setup; Data should be collected from multiple sources; Participatory and inclusive approach should be employed, Periodic results should be disseminated to a broad audience; Data informed decisions should be benchmarked on; and Consider using technology to enhance M&E process.



## CAA Best Practice 7: Inclusiveness



Inclusive society, “a society for all, in which every individual, each with rights and responsibilities, has an active role to play (United Nations, 1995, para 66). The projects from point of conceptualization targeted and involved the correct people / beneficiaries. The implementation strategy for the proposed projects included extensive stakeholder participation. The Project Design was also found to be effective in such a way that it offered a participatory, collaborative and bottom up approach to decision making. A part from the initial project conceptualization, management design and financial resource mobilization by Project sponsors (UNDP, GEF and Government of Ethiopia), the process of decision making in terms of priority areas, identification of interventions as well as beneficiaries was inclusive. The National, Regional and Woreda Steering Committees (NSC, RSC and WSC) have been working seamlessly with the UNDP-GEF Project Focal Points / Project Management Unit (PMU) and EFCCC Project Office. In consultation with NSC, the EFCCC was able to prepare work plans and budgets and there has been proper decision making at the National to the Local Levels. The Project communication and decision making channels are working effectively. The NSC and WSC are supported by requisite technical committees (TCs) in making any technical decisions related to the Project.

| Output  | Impact  |
|---|---|
| <ul style="list-style-type: none"> <li>• Organized numerous meetings with stakeholders</li> <li>• Created functional multi-stakeholder platforms in the project sites and regional level mechanisms.</li> <li>• Established key stakeholder engagement mechanisms; Project Board, TWGs etc</li> <li>• Stakeholder capacity enhancement</li> </ul> | <ul style="list-style-type: none"> <li>• Promoted community understanding of the project's outcomes</li> <li>• Promoted local community ownership of the project through engaging in planning, implementing and monitoring of the CCA interventions;</li> <li>• Communicated the public in a consistent, supportive and effective manner</li> <li>• Maximised synergies with other on-going projects</li> </ul> |

**Linkage to best practice:** Stakeholders emerge as a common thread linking issues that impact on project outcome. The position of people at the heart of project success is already well recognized, with stakeholder interaction a key cornerstone of project delivery. Ethical behavior underpins the concept of social value and the UN’s Sustainable Development Goals. Although the project utilizes knowledge-transfer to communities and training through apprenticeships, mindsets can restrict how innovatively social value and sustainable benefits are delivered. Inclusion as an integral element of project vision altered this, transforming both process and outcome of the project.

**CAA-BP7-Lessons learnt:** Involving all relevant stakeholders into the CAA preparation process from the beginning (participation) was crucial to secure stakeholder interest and commitment to the subsequent implementation of CAA measures. This involved;

- **Communicating:** Before aiming to engage and influence project stakeholders, it’s was crucial to understand the people the project will be working with and relying on throughout the phases of the project lifecycle. Sharing information with stakeholders was important.
- **Consulting them early and often:** The project, particularly in the early stages, made it clear to all stakeholders about its purpose, scope, components, proposed outcomes, risks and approach. Then regular consultation was essential to ensure that requirements are agreed and a delivery solution is negotiated that is acceptable to the majority of stakeholders.



- **Understanding the root cause of stakeholder behavior:** Through assessment if there is a better way to work together with various stakeholders a productive relationship was established which in turn increased trust. Invested effort in identifying and building stakeholder relationships to increase confidence across the project environment, minimize uncertainty, and speed problem solving and decision-making. The initial step was to establish the most acceptable baseline across a set of stakeholders' diverging expectations and priorities. Assess the relative importance of all stakeholders to establish a weighted hierarchy against the project requirements and agreed by the project Key actors.

**CAA-BP7-Enhancement Recommendation:** If shortcomings in the stakeholder engagement approach are identified, the following questions and their answers could be considered:

- Have the stakeholders been properly identified, categorized and grouped?
- Are the most effective mechanisms being used for engagement?
- Are communication efforts clear, concise, consistent and appropriate for each stakeholder?
- How can messages better neutralize any opposes and gain more support?

Inclusive strategy needs to be seen as a cycle of recurring steps, as opposed to a straight line of one-time activities. That way it can mature in effectiveness as more is learned about the stakeholders and as the environment evolves over time.

### CAA Best Practice 8: Gender mainstreaming



The project design did recognize that gender is a complex issue in Ethiopia, with the country having some of the lowest gender equality performance indicators in sub-Saharan Africa. Indeed, Ethiopia ranks 124 out of 134 countries in terms of the magnitude and scope of gender disparities. Although women have equal rights in terms of Article 25 of the constitution, they are still disadvantaged in terms of literacy, health, livelihoods and basic human rights – particularly access to economic opportunities and decision-making.



The Design of the Project has within the above understanding, significantly mainstreamed women in the three main interventions: Creating capacity in climate resilience planning, promotion of use of climate information for climate risk management and creation of adaptive and diversified incomes / employment opportunities, through;

- Inclusion of youth and gender-disaggregated indicators and targets in the results framework of the project, specifically for participation at government and community training workshops, demonstration activities and in management committees.
- Targeting of gender- and youth-differentiated vulnerabilities into project interventions so that the most climate vulnerable groups within a community receive support from the project.
- Participation of stakeholders through project planning and implementation to ensure that youth and gender considerations are appropriately mainstreamed into project activities.

Women received training on the basics of income generation as well as specific income-generating activities suitable to their location. Local development agents provided them with continual technical support including appropriate technology, market information and business management. By promoting shared household decisions, the project simultaneously promotes gender equity within the eight target Woredas.

**Linkage to best practice:**

Gender training, an important tool for gender mainstreaming was incorporated into the project activities aimed at building capacities, providing women with awareness, knowledge and practical skills. At the same time, gender training motivated participants to implement gender mainstreaming and to work toward gender equality. Through gender training on topics related to CAA, there was realization of modification of women self-perception, their way of relating to others, their beliefs, their problem-setting and solving skills, and their competence and knowledge. The project reported all benefices quantitatively (Statistically) using sex-disaggregated data

**CAA- BP8-Lessons learnt**




During gender training approach, the project;

- Developed participants' self-awareness by engaging them in a transformative process through transformative or reflexivity training (especially the way they original run life back home such as farming practices);
- Improve participants' conceptual knowledge by providing new intellectual tools to solve old problems related to CAA with new views: knowledge-based training was mainly effected through teaching women practical ways to utilized gender tools such as organizing of gender related groups.

**CAA-BP8-Enchancement Recommendation:** Appropriate participation of both sexes in project implementation and in decision-making is critical. This may be effected better by conducting gender based focus groups (women) as to increase their involvement.

## Project 2- EMPAS: Enhanced Management and Enforcement of Ethiopia's Protected Area Estate

### 2.1.2 EMPAS Best Practices

|     |  |
|--|--|
| <b>AWP 2020(EFY 2012/2013) Enhanced Management and Enforcement of Ethiopia's Protected Area Estate</b><br><b>United Nations Development Programme Ethiopia</b>   |  |
| <b>Project Title: Enhanced Management and Enforcement of Ethiopia's Protected Area Estate</b>  |  |
| <b>Management Arrangements: National Implementation Modality (NIM)</b>   |  |
| <b>UNDAF/Country Programme Outcome:</b> Outcome 3: By 2020, key government institutions at federal level and in all regions and cities are able to plan, implement and monitor priority climate change mitigation and adaptation actions and sustainable natural resource management.  |  |
| 3.1. Number of annual greenhouse gas emissions (in million tons of carbon dioxide equivalent)<br>3.3. Hectares of land managed sustainably through afforestation   |  |
| <b>UNDAF/Country Programme Outcome:</b>  |  |
| <b>UNDP Strategic Plan Output: E.3:</b> Extent to which national legal, policy, and institutional frameworks are in place for conservation, sustainable use, and access and benefit sharing of natural resources, biodiversity and ecosystems...   |  |
| <b>UNDP Gender Marker: 2</b>   |  |
| <b>Executing Entity/Implementing partner: Ethiopian Wildlife Conservation Authority</b>  |  |
| <b>Implementing Entities/Responsible Partners: Ethiopian Biodiversity Institute</b>  |  |
| <b>Brief project description:</b> Driven by low risk and high profitability, the trade in wildlife products and live animals continues to flourish. Ethiopia has been identified as a key transit (as well as source) country for wildlife products and live animals. The proposed project is seeking to implement solutions that will counter the threats to biodiversity and overcome the barriers to effective management of protected areas and to curbing illegal wildlife trade. It seeks to achieve the project's objective to build Ethiopia's capacity for biodiversity conservation through increased effectiveness of protected area management and implementation of measures to reduce Illegal Wildlife Trade (IWT) and poaching. The objective will be achieved through the implementation of three project components. <b>Component 1: Protected area management and biodiversity conservation.</b> This component will focus on demonstrating how effective management of protected areas in Ethiopia can be achieved by targeting a small number of protected areas, given that the selected pilot sites are those protected areas in which key target species (elephants and big cats) are found. <b>Component 2: Implementation of anti-poaching measures.</b> This component will focus on improving different aspects of law enforcement so as to increase the deterrent to illegal wildlife trafficking. <b>Component 3: Landscape approach to forest and agro-biodiversity conservation.</b> This component focuses on realizing the value of agro-biodiversity for the country and specifically for people living in the vicinity of the protected areas targeted in Component 1. Finally, <b>Component 4 Knowledge Management, Gender Mainstreaming, and M&amp;E.</b> Lessons learned from the project via active participation of all stakeholder groups in the project implementation, gender mainstreaming and M&E will be made available nationally and internationally to facilitate the fight against IWT. Ultimately, the project will contribute to long-term impacts or global environmental benefits including: i) the recovery of wildlife populations in project sites Ethiopia, specifically targeting elephants, lions and cheetahs; these were selected as GWP flagship species to measure the success of the proposed project, and ii) there is no loss of habitat and agro-biodiversity. This project forms part of the GEF Programmatic Approach to Prevent the Extinction of Known Threatened Species, and falls under the GEF |  |

### EMPAS Project Core Achievements

- |   |  |   |
|---|--|---|
| <ul style="list-style-type: none"> <li>Improved different aspects of law enforcement to bar illegal wildlife trafficking. 200 locals trained, 17 workshops</li> </ul> | <ul style="list-style-type: none"> <li>Adopted community-based natural resource management landscape approach to forest and agro-biodiversity conservation specifically for people living in the vicinity of the 5 protected areas. 20% of habitant was saved</li> </ul> | <ul style="list-style-type: none"> <li>Documented such lessons learned benchmark to stakeholder inclusiveness, knowledge Management, Gender Mainstreaming, and M&amp;E, facilitating the fight against poaching and IWT.</li> </ul> |
|---|--|---|



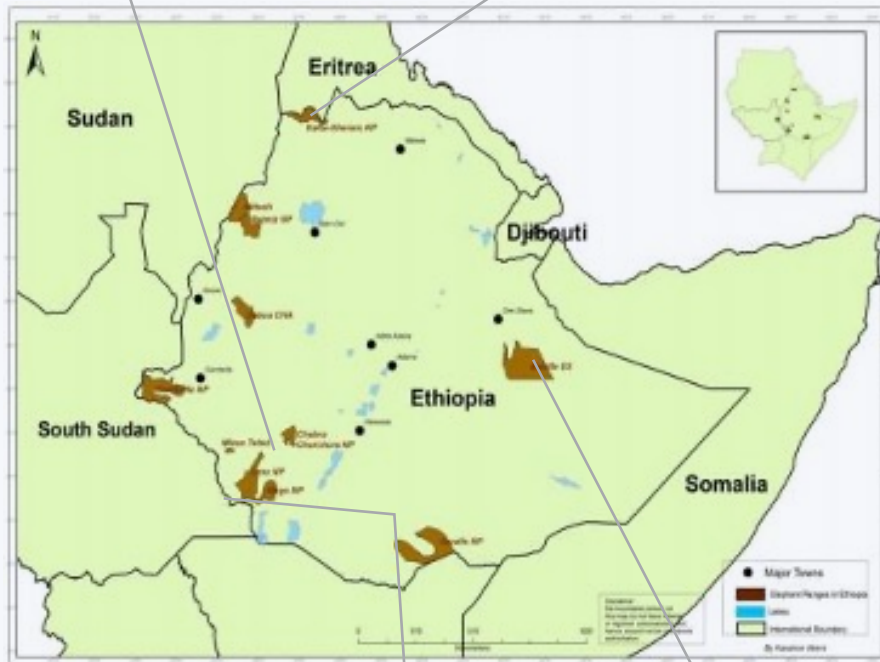


## EMPAS Best Practice 1: Site selection

Site selection has traditionally been viewed as a tactical activity; PA sites were specifically selected because they contain the majority of the remaining elephant populations in the country.

**Chebera Churchura National Park (CCNP)**, established in 2004, located in the southwestern part of Ethiopia, in the SNNPR Administrative Region, about 475 km southwest of Addis Ababa, covering an area of 1410 km<sup>2</sup> bordered by Omo River to the south, and Agare High Mountains and Ouma River the west. It possess near one third of the country's total African elephant population (estimated population of 560 elephants) with high level of human-elephant conflict. More recently, large areas of the park have been appropriated for commercial agriculture and the infrastructure associated with this has created a barrier to movement of wildlife and exposed it to illegal killings. 2018th \_ 2019th G.C Six people were killed and three were highly injured by elephant, livestock death and crop raid have been growing rapidly in adjacent boarder areas (Park office, 2018).

**Kafta Shiraro NP**, PA of 2,176km<sup>2</sup>, lies in the far north of the country. It was originally established as a wildlife reserve but upgraded to a national park in 2007. It was formally gazetted in 2015. As with Babilie, there is an isolated elephant population in the area (estimated at 300 animals): The area is threatened with habitat loss as a result of frequent fires, and corridor obstruction by irrigation schemes, settlement and agricultural expansion



**Omo National Park (ONP)** was established in 1968 as a “proposed” National Park. The total area of the park is 5,169 km<sup>2</sup> and currently is managed by EWCA, a federal institution. It lies in a complex area with eight ethnic groups living in the area. Major threats include poaching of wildlife and grazing by livestock and, more recently, large areas of the park have been appropriated for commercial agriculture (specifically sugar plantations) and the infrastructure associated with this has created a barrier to movement of wildlife and exposed it to illegal killings.

**Babile Elephant Sanctuary (BES)**, established in 1970, is in the semi-arid areas of the east of the country and contains an estimated population of 250 elephants and covering 6,900km<sup>2</sup>. It is also from this area that the majority of animals (including lions, cheetahs and a number of antelope species) are caught for the trade. The animals are smuggled through the Ethiopian borders and the alleged destination is the Middle East. BES is also exposed to high human-elephant conflict resulting in perceived injustices, high economic loss and loss of life among people living in the vicinity of the sanctuary

**Mago National Park (MNP)** was established in 1970 as a “proposed” National Park but the area was “re-demarcated” in 2003 to an area of 1,942km<sup>2</sup> (taking into account various anthropogenic pressures). The area is also managed by the SNNPR Bureau of Culture and Tourism. The park is threatened with overgrazing and illegal killing of wildlife – and the elephant population has declined by 52% since the 1980s. The commercial agriculture in Omo NP and adjacent areas has resulted in a loss of connectivity among the areas.



## EMPAS Best Practice 2: Effective Planning



PA Management Plans (PAMP) including appropriate capacity development - based on detailed training needs assessments, and human and financial resource, infrastructure and equipment needs were developed with direct linkage to achieving targeted result and improvement of PA management. These were developed using a participatory process, building on previously summarized background information and newly gathered data by the planning team, followed by analysis of problems and issues carried out through stakeholder workshops and consultations community and regional government authorities. Going through such process helped to ensure that the park's stakeholders were given an appropriate opportunity to contribute to the issues and problems addressed in the PAMP and to suggest solutions to the issues. In support for initial implementation PAMP, manual of standard operating procedures (SOPs) that describe the different management systems guiding the day-to-day work of PA managers and their members of staff were developed using a participation approach. The 5 developed manuals included: human resource systems (including appraisals and performance evaluations, professional development); the maintenance of infrastructure, capital assets and equipment, the use of equipment and tools; patrolling plans (areas to be covered, frequency of patrolling, patrol data management, adaptive planning of patrolling); dealing with infringements (reporting, arresting procedures, gathering evidence and carrying out investigations, taking statements, developing cases for presentation in court, case presentation, monitoring cases); intelligence systems (covert and overt operations, data analysis and interpretation, strategic decision making on case management); data management and reporting, and financial management.

The project developed PFM-based natural resource management agreements with 3 surrounding communities around Omo and Chebera Chuchura National Parks and the Babile Elephant Sanctuary. These have helped in regulating access to and use of natural resources, management of natural resources and M&E processes to ensure that use is sustainable.

| Output  | Impact  |
|---|---|
| <ul style="list-style-type: none"> <li>• Kafta-Sheraro National Park General Management Plan (2019-2029)</li> <li>• Gaps analysis of Ethiopian wildlife legal frameworks and challenges to implement the existing laws, 2018</li> <li>• Developed Landscape Management plans</li> <li>• Signing MOU agreements among the sanctuary management and local law enforcement agencies and local communities.</li> <li>• Developed and implemented joint law enforcement management-orientated 3-year action plan including; co-patrolling, community awareness raising activities and resolution of human-wildlife conflicts.</li> </ul> | <ul style="list-style-type: none"> <li>• Agreed and signed MOU on the collaborative action plan and activities performed on implementation of "Site level law enforcement Initiatives are Supported" of year 2020 plan of the project.</li> </ul> |

### **EMPAS Best Practice 3: Effective Committee and establishment of Environmental Crime Unit**

Protected areas are not islands free of any human interference; in fact these areas are surrounded by local communities the majority of which depend on the utilization of natural resources. In this regard it was vitally important to participate and benefit these communities. Through workshops, consultative meetings, feedback platforms, coordination, collaboration and cooperation of a number of different government agencies was achieved by the project. Specifically the National IWT Steering Committee was hinged on such basis. In order to similarly ensure coordination and collaboration at the regional the following committees were setup;



**Task forces committee** at Zonal and Woreda level, of 10 government officials (including; presidents of higher courts and security offices) were established and a functional. The Zonal and Woreda administrators are head of the task forces, the Woreda and the zonal culture tourism and sport sector heads are vice head and the park chief warden is secretary.

**Joint Patrolling teams** at Kebele level, each composed of 7 members in which the Kebele administrators are head, the Kebele managers are vice, one of the park rangers is secretary and other two scouts/park rangers are the committee members the team. These patrol one day a week/ 4 times per month and 48 days of active patrol during the whole year 2020.

**Environmental Crime Unit (ECU):** The establishment of ECU Environmental Crime Unit and functionality on the prevention of illegal trafficking of wildlife and their products

| Output   | Impact   |
|--|--|
| <ul style="list-style-type: none"> <li>• Establishment &amp; functionality of Zonal &amp; Wareda taskforces as well as formation of joint patrolling teams</li> <li>• Patrolled and controlled illegal activities once a week bringing illegals to the government law enforcement organizations</li> <li>• Compiled weekly, monthly, and quarterly reports for Woreda task forces and the park</li> <li>• Quarterly evaluation of the Kebele patrolling teams, decide on corrective measures to be taken and provision of help and support based on weak and strong performances</li> <li>• Conducted Kebele level task force evaluation workshops quarterly 4 times during 2020</li> <li>• Held discussions with local communities, local administrators and law Enforcement agencies (kebele and woreda level) on the need to establish strong linkage between scouts and them,</li> <li>• Quarterly meeting for co-governance and mainstreaming action points that could be implemented in the short term and long term period to save Erer valley</li> <li>• Collaborative law enforcement activities were undertaken by park scouts and local militias. During this reporting period, different /teams of 227 people from sanctuary, woredas, kebeles, police &amp; defence force were involved in the patrolling activity, spending 65,000 person-hours in fieldwork</li> <li>• Discussion &amp; awareness creation with stockholder to minimize charcoal making &amp; collaborative patrol were conducted, 239 sack of charcoal was confiscated, and two main charcoal dealers with their vehicle were arrested in dandema police. Because of working strongly to stop charchol trade the price of charchol of sack is raised from 150 birr to 600 birr in the market b/se of shortage of supply of charchol.</li> <li>• 9 people were among illegally settlers in Erer&amp; suspected Elephant poachers were arrested with collaboration of Police&amp; defense force accused in Babile police &amp; prosecution is on the process</li> <li>• Equipment's provide; vehicle, binoculars</li> <li>• Constructed trails/ roads used for patrolling</li> </ul> | <ul style="list-style-type: none"> <li>• Established coordination with other administrative agencies, organs</li> <li>• Significantly reduced illegal activities and improved the negative perceptions among local communities towards wildlife conservation and the park management and was able to bring elephant poaching to zero level in the last three years.</li> <li>• Moreover, cooperation from government officials and local communities increased significantly after the start of the project implementation. Established and implemented of local (site) level cooperative and collaborative law enforcement initiatives between protected area staff and relevant local level (kebele and woreda) law enforcement agencies.</li> <li>• Reduction in poaching rates of target species at program sites.</li> <li>• Increase in number of joint enforcement operations at program sites that involve evidence from, or investigations, in multiple jurisdictions or by multiple agencies</li> <li>• Increase in proportion of arrest, prosecution, and conviction rates relative to seizures</li> <li>• Decrease in human-wildlife conflict (HWC)</li> <li>• Increase in area of forest resources restored in the landscape, stratified by forest management actors</li> <li>• Establishment of a knowledge exchange platform to support program stakeholders</li> <li>• Significant contribution to carrying out the Priority Actions for Elephant Conservation in Ethiopia, achievement of EEAP Strategic Objectives One (Ivory trafficking within and through Ethiopia stopped by 2025) and Site Based Goals and Priorities for Action in the five selected pilot areas (EEAP)</li> </ul> |

Improved law enforcement, has resulted in a decline of illegal activities, as shown by fewer arrests, confiscation, and poaching incidents. For instance, the Chinese involvement in the bush-meat trade, OKSF-3 rangers poaching Buffalo from offering logistics, trapping, to as well as fishing in whatever water bodies there is fish, is down to nil in 2020, after confiscating much of their sophisticated gear in 1919

In OMO, A total of 490 patrols were conducted the quarterly time during the 2 year; comprising 80 long (24 hrs) and 165 short ones (not exceeding 12hrs). Most core elephant habitats are far from the roads, in order to really protect it from getting killed, law enforcement rangers must conduct longer patrols, and spent greater time in the bush. Only one elephant was poached, sadly, a calving one, whose baby later died too, believed to be the lowest number since the project. Thanks to the support of the GEF-6 project, annual law enforcement training effort refreshed/ improved 16 park ranger's capacity on weapon handling, patrol tactics, discipline, Ethics and Responsibility arresting and charging the suspect for trial.

In a nutshell: Committees have helped in enhancing and upgrading the project work, like patrolling and law enforcement issues in a local communities, especially working with and focusing on the problems of local community in the site level.



#### EMPAS Best Practice 4: Stakeholder collaboration



In the past, collaboration between the key actors was minimal to the level that almost non-existence. Poor collaboration and coordination between wildlife conservation areas management authorities and key stakeholders, including regional and federal level law enforcement government agencies like polices and judiciaries was identified as the major bottle necks in the campaign against reducing IWT (Mekbebe,2020). Given the transnational nature of some wildlife crimes (e.g. wildlife trafficking) and the involvement of organized crime and terrorist groups, developing partnerships between separate [national/international] agencies are recognized as a necessary element in circumventing fragmented data sources and facilitating the sharing of information. The project took the approach that partnerships are pivotal both to the success of the project and to the long-term sustainability and impacts within the biodiversity conservation sector in Ethiopia. First and foremost, the project stakeholder inclusion foundation was based on existing partnerships in the area (such between EWCA and the BFF). This project is part of the Global Wildlife Program – it was designed in synchrony with nine other projects, were the project’s implementation phase overlapped with their implementation and, as a consequence, there are many opportunities for sharing experiences and adapting the project on the basis of lessons learned through all these other projects. Collaboration with a number of on-going projects and programmes within the country such as;

|   |   |
|---|---|
| <b>UNDP-GEF projects</b>                          | <ul style="list-style-type: none"> <li>• Mainstreaming Incentives for Biodiversity Conservation in the Climate Resilient Green Economy Strategy</li> <li>• Mainstreaming Agro-biodiversity into the Agricultural Production System of Ethiopia</li> </ul> |
| <b>KfW Biodiversity Programme</b>                 | <ul style="list-style-type: none"> <li>• Conservation of biodiversity and sustainable management of natural resources</li> <li>• Protected area management and larger capital investments in protected area infrastructure</li> </ul>                     |
| <b>GIZ Protection Areas Programme</b>             | <ul style="list-style-type: none"> <li>• Investment in protected areas</li> </ul>   |
| <b>Born Free Foundation by UK’s DEFRA</b>         | <ul style="list-style-type: none"> <li>• Border Point Project – this project is designed to strengthen law enforcement and the role of the criminal Justice in IWT</li> </ul>   |
| <b>Frankfurt Zoological Society (FZS) project</b> | <ul style="list-style-type: none"> <li>• Protection of the Afro-alpine ecosystem project</li> </ul>   |
| <b>AWF programmes</b>                             | <ul style="list-style-type: none"> <li>• Cultural tourism programme in northern Ethiopia</li> <li>• Canines for Conservation initiative</li> </ul>  |



An effort was made to create collaborative linkage among law enforcement agencies, including Political leaders, Military, Defense, Kuraz Sugar Development Project. Different stakeholders and actors that are implicated in anti-trafficking work at different levels (police, prosecutors, magistrates and other relevant authorities) were brought together to ensure synergies, cooperation and collaboration, including;



Federal and Regional Protected areas Authorities; Zone, woreda and kebele level authorities, and local communities; Indigenous communities

Effective collaboration with Environmental Crime Unit that was established and launched in December 2019 to facilitate and guide the law enforcement activities in Ethiopia significantly contributed to the endeavors made against combatting IWT, by facilitating effective, efficient and transparent law enforcement measures to be taken.

| Output   | Impact   |
|--|--|
| <ul style="list-style-type: none"> <li>Quarterly meetings among local level LE agencies, biannual meetings among regional level LE agencies to plan and review activities were held</li> </ul> | <ul style="list-style-type: none"> <li>Collaboration with a number of on-going projects and programmes within the country, hence leveraging funding and avoiding duplications.</li> <li>Sharing of lessons and best practices as to increase the overall positive impact on wildlife in Ethiopia.</li> <li>Local communities agreed to move back from the park area to their respective villages with all of their cattle population</li> <li>Gained political commitment for support wildlife conservation and incorporating of conservation in community priority development agendas. This facilitated defining of protected areas' boundary and gazettement; mitigate/ reverse the effects of development projects (e.g., sugar factory, irrigation canals and investments in and around some protected areas) on ecosystems.</li> <li>Enhanced the involvement of local communities in LE activities which helped in the management of the sanctuary and ownership-feeling attitudes among the local community</li> </ul> |

**EMPAS Best Practice 5: Agro-biodiversity conservation demonstration farming**

Forest and biodiversity resources: According to the beneficiary, the forests resources are decreasing in in SNNP region. Many woody species such as Olea africana, Juniperus procera, Combretum aculeatum, Ficus comorus and also main wildlife are threatened. The main cause are over exploitation for house construction, firewood for household use and sale, high rate of forest conversion to farmland, overgrazing, bush encroachment, introduction of invasive species.

Local community members were recruited to farm the project established demonstration areas and rare and valuable genetic stock were planted (and consequently preserved) on the basis of the value-chain addition as farms demonstrated economic value of growing and harvesting these crops (adding to the financial sustainability of the demonstration farms).

| Output  | Impact  |
|---|---|
| <ul style="list-style-type: none"> <li>Provided 44 modern beehive</li> <li>Valuable genetic stock were planted</li> </ul> | <ul style="list-style-type: none"> <li>The development and implementation of integrated community development initiatives for protected area-associated people, reduced people's dependence on protected areas' resources. As a result, pressures from cultivation, grazing, was mitigated and wildlife populations and their habitat conditions improved/maintained</li> </ul> |

## EMPAS Best Practice 6: Technological and improved method adoption

The CITES Trade Database, managed by the UNEP World Conservation Monitoring Centre (UNEP-WCMC) on behalf of the CITES Secretariat, is unique and currently holds over 13 million records of trade in wildlife and over 34,000 scientific names of taxa listed in the CITES Appendices. Around a million records of trade in CITES-listed species of wildlife are currently reported annually and these data are entered into the CITES Trade Database (an Oracle relational database) as soon as they are received by UNEP-WCMC. CITES annual reports are the only available means of monitoring the implementation of the Convention and the level of international trade in specimens of species included in the CITES Appendices. The CITES Trade Database can be queried and data downloaded from the CITES website ([www.cites.org](http://www.cites.org)) or the UNEP-WCMC website (<http://unep-wcmc.org/citestrade>). The CITES Secretariat has created on its website a forum for users of the CITES Trade Database. The project actors effectively joined this forum (<http://www.cites.org/forum/forum.php>) to exchange comments or queries on the tool.

Chili fencing method was adopted (constructed) in the three most attacked Kebles of the park boundary Namely, Seri-Shewa, Chebra and Yoraand GEF/UND supported the total cost to for this construction and currently the method is found to be very effective and the park is planning to expand this experience to other adjacent Kebles and documenting it as a best practice for other protected areas that harbor the same species. Chili pepper (*Capsicum frutescens*).

| Output  | Impact   |
|---|--|
| <ul style="list-style-type: none"> <li>• CCNP was able to construct more than 25km trail inside the park for both tourists and law enforcements</li> <li>• Installed VPN internet data service to CCNP office, located in a remote area where there is no internet or other telecom service</li> <li>• Project supported aerial surveys of elephant populations (and carcasses) was conducted at the beginning</li> <li>• Car, Generator, Photocopy machine, printers, laptops, desktops, tents, video and photo cameras, projector and scout uniforms ETC are some of the materials supported by the project.</li> </ul> | <ul style="list-style-type: none"> <li>• Increased adequate resources allocation to improve park management</li> </ul> |

## EMPAS Best Practice 7Capacity Building and M&E

“Lack of institutional capacity (LE agencies’ staffs, including PAs and other regional and federal level agencies, did not have proper training to identify, seize, arrest and prosecute criminals, intelligence analysis, crime scene/evidence management,” says Mr Kumara Wakjira, the director general of the EWCA. The majority of project activities were strategically focused on building the capacity - at the systemic, institutional and individual level - in order to ensure sustainability of initial project investments. Significant GEF resources were directed at building the capacities of *inter alia*: the PA staff, the local level law enforcement agencies, the local administrations, and the people living in the vicinity of the protected areas. Wherever possible, the project also built the capacity of women to enable them to actively participate in project activities.

Inadequate community engagement at local level in law enforcement activities which include intelligence information gathering, arrest criminals, and awareness creation previously posed a challenge. However project inception multi-stakeholder workshop was conducted to provide an opportunity to all stakeholders with the most updated information on the project and the project work plan. It also helped in establishment a basis for further consultation as the project’s implementation commences.

Awareness raising conservation education was provided by the park staff and woreda staff. The main themes (topics) of the education were the need to conserve the sanctuary and its elephant population, extent and impacts of current threats to the sanctuary’s ecosystems and biodiversity including elephants, how to reduce human-wildlife conflict, especially with elephants and livestock depredation by large carnivores, etc

The training on strengthening CITES implementation in Ethiopia was planned by EMPAS of Ethiopia’s PA Estate. Project to fill the knowledge gap to properly implement this convention, two trainers came from the secretariat and a participatory training successfully provide for five days. Almost all the representatives of the invited

institutions (customs, Ethiopian airlines, Federal police, ministry of defense, attorney general) availed to attend the training. Therefore, EWCA is now expected to make a paradigm shift to implement the CITES conventions through rearrangement of the MA and SA, building their capacities and respecting their roles and responsibilities. Up on the renewed spirit and modality further capacities will be strengthened through trainings, Training and awareness raising of law enforcement staff within the sanctuary jointly work with local community, local administration, law enforcement agencies (Kebele ,Woreda , Zone and with defense force) on the need to establish strong linkage between scout and them.

| Output   | Impact   |
|--|--|
| <ul style="list-style-type: none"> <li>• Workshops; importance of wild animals and the need of conservation, impacts faced on wild lives, habitats, challenge of community settlements (illegal settlement and housing) overgrazing, wild fire, charcoal and illegal hunting (poaching)) and threat e.g. security problem, human wildlife conflict &amp; community conflict were discussed. (Capacity Building Training (October 5 -11, 2019))</li> <li>• Awareness raising conservation education was provided to 1504 people residing in 17 areas belonging to 9 woredas which led to reduced wildlife hunting for cultural practice</li> <li>• Schools near the sanctuary were educated with 2240 children on the topics of use of NR, why we conserve, how can keep our environment clean, what are wild Animal means, why we conserve Elephant &amp; other wildlife spp</li> <li>• The project promoted the Park by mobilizing more than 70 well known artists, journalists and Medias</li> </ul> | <ul style="list-style-type: none"> <li>• Strengthened capacity of wildlife crime investigative and enforcement officers based on training needs identified through assessments. The training covered evidence gathering, case building, prosecutions and judiciary.</li> <li>• Awareness raising and community dialogue campaigns helped reduce/avoid wildlife hunting for cultural practices and the demand of bush meat and ivory. This in turn reduced poaching and ultimately to "Increased populations of key wildlife species such as Elephant, Buffalo.</li> <li>• Improved communication among the authorities, stakeholders and the CITES secretariat.</li> </ul> |

Throughout M&E processes, relevant stakeholders were involved: aimed at: building their capacity to carry out such M&E processes; demonstrate the value of the results to them; ensure gender balance in M&E processes; transfer a degree of ownership and responsibility to them and; demonstrate the value of well-planned (and implemented) projects. Monitoring and attempting to manage human-elephant conflict at this national park were coordinated and complementary efforts based on scientific facts.

**EMPAS-BP-Lessons learnt:**

- **Cultivating Connections to Land Stewardship:** Community members embrace a conservation ethic in their approach to managing land and resources, a shift from viewing their role as conqueror of the land to that of member of the land community. Joint citizen responsibility, rather than to the traditional paradigm of MOEFCC and park administration control of National park land management. Developing meaningful relationships with communities adjacent to the park was key to having an effect on the way people think and feel about their responsibilities to conservation ecosystem and overcome the barriers to effective management of protected areas.
- **Collaboration between multiple stakeholders;** The level of participation appropriate for a given stakeholder group within a collaborative resource management was depend upon the interest and willingness of stakeholders to participate, the legal and institutional framework, the level of community awareness, and the extent to which resources are economically and socially important to the various stakeholders. Community-based collaborative management succeed due to cohesive community, demonstrating capacity to achieve shared goals and with a shared commitment to achievement of project outcomes.
- **Full participation of local stakeholders;** Full participation implied that community members, Kebele and Woreda officials, defense, police shared an active and responsible role in planning, decision making and implementation of EMPAS project components. However communities were accustomed to being passive beneficiaries and local governments and security forces accustomed to hierarchical decision-making processes, therefore the approaches to participation and community mobilization adopted was acceptable to government and community stakeholders, this was key conservation success.



### **EMPAS-BP -Enhancement Recommendation:**

- Integrating adaptive management concept in park management; it is the integration of design, management, and monitoring to systematically test assumptions in order to adapt and learn to achieve resource management goals. The key is to develop an understanding of not only which conservation actions and wildlife trade illegal combating strategies work and which do not, but also why. Then changing assumptions and interventions to respond to the new information obtained through monitoring. And documenting the process and the results achieved, to enable others PA's in Ethiopia to benefit from the experiences.
- The commitment of national or international stakeholders: National or international stakeholders need to consider the commitment they can make to a resource management activity before entering discussions with local stakeholders especially park administration. This includes consideration of the responsibilities they are able to take on and the time-frame they are working within. Partnerships with universities can help to satisfy long-term needs for trainers and technical persons. Strengthen the authority and capacity of those who fill enforcement roles and complement this with information strategies designed to increase public support and understanding of resource management initiatives by national or international stakeholders is fundamental. This commitment comes a long way with the judiciary guidance, and wildlife illegal court case handling, national sector support to the cause such as defense and police.
- PA conservation awareness-raising and information dissemination needs to meet the project communication needs and the needs of a wider public. It must be a two-way communication process, not one-way flow of information. Communication budgets should be included in the project budget as to aid public communication channels such as radio talk shows, newspapers. Education and awareness activities must be a continuous and constant component of PA conservation initiative.
- Project managers should invite and involve donors where appropriate, and nurture their sense of being an active partner. Opportunities include attending roundtable meetings and special events; assisting with capacity building; providing training; providing facilitators; and participating in internal reviews and planning activities. This will help in ensuring that problems are addressed and encourage managers to review expectations of evaluations, benchmarks and indicators and check that the interests of all stakeholders are included.

## **Success stories EMPAS project**

*Chief Warden Chebera Chuchura National Park*, says "We had never achieved this enormous level of success in management of protected areas and combatting illegal wildlife trade, until 2017. Previously when ECWA presented the poacher to court, it would be asked, did you see exactly when the poachers shoot the elephant, and where is the ivory? This we could not answer and the criminal would be released hence being encouraged. Now the Kebeles patrol team, patrols two days a week (8 days a month), capture the criminal themselves, investigated by police (member of committee), bring the criminal themselves to court, of which high court president is a member of Woreda committee." Basis on such facts, there has been increased success persecution rate ever since 2017, with a 20 percent reduction in elephant poaching. Zero level poaching of elephants has been met during the last three years. Previously other administrative agencies, organs would not know understand the challenges being faced by the UWA in protection works but with project helped in creating a platform that brings together all other stakeholders to appreciate and support, through quarterly meetings.

**Mr. Mohamed ousman** zone head (Babile Elephant Sanctuary) narrates that, In and around the sanctuary where human elephant conflict happen, because the habitat of elephant is occupied by Agriculture and settlement, elephants out from sanctuary; killed human, and disappeared human cereal and fruit. The high competition for livestock grazing, subsistence agricultural, and human settlements had blocked free movements of elephants in the Sanctuary specially Erer Valley the Main Elephant corridor as a result the area poses high risk for human-elephant conflict. Organized crime resulted from elephant poaching inside the sanctuary and conflict between different ethnic groups resulted in illegal elephant killing and diminishes elephant key habitat. In order to minimize human wildlife conflict collaborative effort to conserve and maintain the sustainability and ecological integrity of the sanctuary was sought through stakeholder meeting with religious leader ,kebele leader ,milisha , youth and warada natural resources expert by the sanctuary of office leader and experts. Ato said "all Woredas should prioritize conservation actions that would reverse BES threats and agree for shared responsibility. Through conducting socio-economic survey to identify people who settled in the sanctuary form their woredas, these should be persuaded back to their permanent villages."



## **Project 3 - IAP: Integrated Landscape Management to Enhance Food Security and Ecosystem Resilience in Ethiopia**

### **2.1.3 IAP Best Practices**

**Dr. Tasfaye Haile, Head of Integrated Land Surface Development Project,** Says “Its main aim is to ensure sustainable food security by preventing and improving environmental degradation, and overcoming the impact of climate change. The aim of this project is to integrate three things, (i) Environmental development tasks in Woreda, (ii) Integrating those who work on environmental development in those Woreda, (iii) Integrating every resource in the Woreda. Because of this, the project has successfully shaped them in a way they can think that the resources are not of NGOs but belong to their own Woreda’s. In the evaluation conducted, we got feedback that the project has been performed more than expected. Therefore, we are planning to expand the experience by documenting the effects of the project and sharing it to the federal and regional concerned organs”

#### **The project has successfully implemented components, through;**

- 1. Component 1: Institutional frameworks for enhanced biodiversity and ecosystem goods and services within food production systems.** This included; identification of effective ways of institutionalizing Integrated Natural Resource Management (INRM) technologies and approaches that are scalable in or to the project location. Identification and adoption of household energy sources that provide alternatives to fuel-wood and dung, including specific approaches that bring benefits to women and young people.

#### **Component 1: Achievements**

- A national multi-sector project steering committee chaired by EFCC commission, with members from Ministry of Finance, Ministry of Agriculture, Ministry of Water and Energy, Ethiopia Biodiversity Institute, Ethiopian Wildlife Conservation Agency, Six regions Environment bureau’s and 12 woreda Administrations) established and functional;
- Integrated multi-sector steering committees, technical committees, and gender teams in 12 Woreda and a greater number at Kebele level organized and being functional;
- 58 Community Watershed Management Committees organized and being functional;
- 35 environmental school clubs organized and being functional. With at least 300 members on environmental protection and sanitation work. Like planting seedlings in school compound, urban tree planting, participating on environmental sanitation work and be environment activist

#### **IAP Best Practice 1: Steering committee meetings & Field supervision**

Committees made up of senior stakeholders or experts from Woreda, regional and federal government level, providing guidance on lots of different issues that could face the project such as initiative strategies, other stakeholders, progress, commitment, etc were formulated, including;

- A national multi-sector project steering made up of ten government sector
- Steering committee composed of Wodera executives
- Gender Issues committee, dedicated to handle women related issues

The committee’s effectiveness in delivering set targets were benchmarked on: electing/nominating the Right individuals (Department wise marching with role to be played); informing the elected members about the project (Components, proposed outcomes, etc); Clear Rules and Goals for each committee to guide it in its day to day activities; Scheduling Follow-Up Meetings as to guide decision making and tracking performance progress of implemented activities; and make communication and debriefing a priority coupled with detailed documentation.

#### **IAP-BP1-Lessons learnt:**

- **Providing Training:** There were some members that were new to serving on a steering committee and the project had to help ease them into their duties by providing training. Committee members are as productive as their experience will allow, so it is always essential that the project offer an adequate training to committee members new and experienced.
- **Keep a Manageable Size:** One change management framework suggested that committees should be kept with size composition to around six, a size large enough to represent others but not too big to encroach on efficiency. The project conducted committee meeting success was mainly benchmarked on the fact that during

conceptualization stage the committee teams were designed to be of small number such as the national multi-sector project steering was made up of ten government sector only.

- **Providing agenda information beforehand:** Meetings preceded a lot faster and operated at a higher level of efficiency when agendas concerning project information were given to the committee before their meeting arrival. This allowed them to craft any initial questions they have before the meeting to save time.

#### **IAP-BP1-Enhancement Recommendation:**

- **Encourage Fast Decision-Making:** It makes sense for members to take time to make informed decisions, however, when a group is involved, a decision that should only take 24 hours could end up taking a week if there are not any established parameters for how long decision-making should take. During committee inception, the project should express that the purpose is not about rushing decisions, but facilitating efficiency so that teams are not left to push back deadlines.
- **Have a Liaison between the Project Manager and Committee:** It is a great idea to have the project manager serves as a liaison between the project manager and committees. It will cut down confusion if all questions, concerns, and decisions are communicated to the project manager so they can disperse the information uniformly.
- **Increase rate of committee field visits** as to have more interactive sessions (observation, capturing review, concerns, and suggestions) with the project implemented activities.

#### **IAP Best Practice 2: School clubs**

Enhancing the awareness and understanding of individuals/ citizens about the environment including the relationship of humans to the natural world, is highly contribute to address the serious environment and global warming challenges currently the world encounter, and addressing the environmental drivers of food insecurity in Ethiopia. In this regard Environmental education plays an important role through fosters the development of the skills, attitudes and motivations that enable community members to make informed decisions and take responsible actions that incorporate environmental considerations

Inculcating children and youth in environmental education was an important and effective strategy to address agro-ecological conditions and typical land degradation and climate change issues in the country because Ethiopia's youth constitute over half of the nation's population and who likely continue to encounter the multifaceted adverse impacts of environment and climate change in the foreseeable future. It also created an opportunity to intervene at a key developmental stage of life and children can be an important influence on the environmental behavior of their parents.

Schools were the convenient place to teach and equip children and youth students in environmental and climate change issue as they make up a substantial proportion of the children and youth by encouraging them to engage in formal environmental education and school club. IAP project organized environmental clubs in schools. The project has school clubs in every District which it supports. Each school club is composed of up to thirty five members, of which each member participates in planting and caring a seedling.



**Mr. Samuel Irro, School Director in Shamena Gudo** says "At the beginning the project organized school clubs, and provided training for the members of the club. The project coordinator himself participated practical in all activities with students. The technical and material support has contributed a lot to meet the intended goal of the project.

#### **IAP-BP2-Enhancement Recommendation:**

- Enhancing the critical and creative thinking skills under the clubs will encourage students to study, investigate how and why things happen, and make their own decisions about complex environmental issues. By developing and enhancing critical and creative thinking skills, environmental education helps foster a new generation of informed consumers, workers, as well as policy or decision makers
- Conduct field trips with student by exposing them to nature, including degraded areas and rehabilitated areas in the project sites as to foster comparison, sensitivity, appreciation, and respect for the environment. It combats "bio phobia and nature deficit disorder" ... and it's FUN!

- Encourage girl children to involve more in the clubs through having positions designated specifically for girl students on the club committee, girl student related activity programs under the club plan.
- Strengthening the project communities through continuous sensitization on environmental topics which will promote a sense of place and connection through community involvement. When students decide to learn more or take action to improve their environment, they reach out to first their parents, community experts, and local facilities to help bring the community together to understand and address environmental issues impacting their neighborhood. Parent school meetings would give a better platform of implementation.
- Follow up and monitoring: These school clubs in every District, supported by the project are required to undertake monitoring and follow-up the implementation of planned activities to ensure the progress of their activities and linkage (contributive indicators) with the project objectives.

### **Component 1 Impact**

- Recognition and support by the Ethiopian Government through its Ethiopian Strategic Investment Framework (ESIF) for Sustainable Land Management (SLM).
  - In addition to high-level support at national and state levels, there is also a tradition of cross-community learning from innovative and locally-successful landscape reclamation efforts (UNDP, SwedBio, MELCA, and 2015 National Resilience Dialogue).
  - Improved scaling of alternative energy sources, deliverable under renewable energy development, a core policy position of the federal government of Ethiopia both as a means to sustain economic growth and to meet rapidly growing energy demand.
  - Improved institutional environments and coalitions that led to achievement of consensus and scaling of up interventions at different levels
  - Established necessary institutional constituencies and synergies at different levels with multi-stakeholder platforms and more effective policy engagement.
- 1. Component 2:** Scaling up the Integrated Landscape Management approach to achieve improved productivity of smallholder food production systems and innovative. The approach involved adoption of climate- and water-smart technologies and practices, index insurance, strengthening existing and establishing new value chains and market linkages, as well as supporting more effective off-farm livelihood strategies. Recognizing the importance of strong gender-responsive programming, particularly around off-farm income-generating activities.

### **Component 2: Achievements**

- 2,409 (1,300 male and 1,101 female) households benefited from the value chain development, including;
  - Dairy value chain: 88 Improved variety of borane cattle
  - Sheep Value chain: Menze-gera and Raya woredas
  - Maize Value chain: Belate (formerly known as Boricha)
  - Ground nut value chain: Gursum woreda
  - Fish and Poultry: 5425 hens
  - Vegetable value chain: onion, garlic, carrot, cabbage, spinach, tomato & green pepper
  - Wheat Value Chain: Tuliguled woreda
  - Goat Value chain: 264 goats
  - Beekeeping Value chain: 44 modern beehive
  - Fruit Value chain: Papaya, Apple, mango, Banana, Ananas, Avocado & burtukan
- 158 Self Help groups (mainly women and youth) supported to form cooperatives and enter profitable off-farm business, including ghee marketing, flour mill, carpet, dairy
- 28 biogas digester plants and 2841 improved stoves have been constructed/produced and used by households (with signs of spontaneous replication).
- Distributed 164 solar sunlight energy source
- Model farmer field visit & experience sharing program: 18 model farmer and use their site as farm demonstration site.
- Prepared experience sharing program and practical training for 94 farmers at:- Haramaya University, Dire dawa (BoAME)-Project and Malkasa research center

- Constructed 2 diversified Irrigation development, covering 276.46ha area and benefiting 567house holds
- Constructed 2 community spring development pond of 175m<sup>3</sup> water capacity, benefiting at least 263HHs and can cover 122.12ha.
- Constructed 28 house hold water harvesting pond of 120m<sup>3</sup> water capacity

### **IAP Best Practice 3: Awareness creation**

Community Awareness and Participation was championed under IAP to ensure widespread, ongoing, and meaningful participation of the key stakeholders with a focus on the poor and the vulnerable groups. The “reach” and “sustainability” of IAP initiatives were improved when all stakeholders, including the poor and the vulnerable groups, had an opportunity to participate in shaping the project activities and the voice of the vulnerable groups is heard at all levels of decision- making. Stakeholder analysis was undertaken to ensure that relevant stakeholders are identified and included in the participatory project design process.

Awareness creation was core to all project planned and implemented activities, as it created a bond between the community and the project, evidenced by the motivated participatory rate. Awareness to selected farmers was conducted as to focus on preserving ecosystem as a result many famers that were using traditional methods had improvement in production



**Mr. Tadios Banacha, Manager of Dugna Fango Woreda,** says “We got the elder groups (FGD) in this area as a community and discussed how the place has negatively been affected during project awareness sessions



**Linkage to best practice:** Awareness hinged on first;

- Understanding the Community through benchmarking on exiting project area community profile baseline survey data.
- Understanding the Key Stakeholders, e.g indicative list of the key stakeholders included: government agencies involved in the project and their employees; beneficiary groups; political leaders, public representatives and community leaders; community organizations; Organizations (CBOs), local nongovernment organizations (NGOs); schools (students are a very receptive target group and may influence their parents); and women groups with focus on gender-related activities.
- Having project tailored Key Messages to the participants (PPT, physical interaction, workshops)

### **IAP Best Practice 4: Alternative Energy**

The project financially supported the local community to enable them make and market various alternative energy adoptions such as; Improved Cook-Stoves, Biogas, Solar energy;

#### **Improved Cook-Stoves (ICS) -Mirt Model**

For rural households cooking and baking are the major driver of rural energy demand, accounting for about 70% of rural energy use and more than 85% of which is met from unsustainable use of biomass resources. This biomass predominantly includes fuel wood, charcoal, animal dung, agricultural residues, branches, leaves and twigs etc. and its burning in inefficient traditional cook stoves ((three-stone technology with energy efficiency levels of approximately 10 - 12%) is the single largest source of GHG emissions in Ethiopia. In order to overcome aforesaid challenges, the




Govt. of Ethiopia, as part of its CRGE Strategy, has accorded high priority to promote fuel wood-efficient or alternative-fuel stoves – Improved Cook-Stoves. Through IAP, various groups especially women organized have been supported with;

- Material (cement) for making Mirt Model improved stoves. These are made up pumice, red ash or sand mixed with cement in a fixed ratio. They are multi-fueled by either wood, dried leaves, or dung and can save about 47-50% compared to three stone open fire when utilized for household purposes (Thermal Efficiency is around 22%).
- Training as to improve their technical, business and marketing skills and in creating additional demand for household cook stoves, since mainly the stoves are used for both Baking Injera (Ethiopian Traditional Bread) and simultaneously for cooking/ heating a pot.



**Mr. Yosef Bekkele** *Resident of Blatee Woreda* says “We organized in association and started saving money. The project also gave us awareness raising lessons. Then we started producing fuel efficient stoves after buying sand and cement, and we have bought goats and sheep by selling the stoves”



**Ms. Almaz Fekede** *Resident of Angolela Tera Woreda* says “First, the project motivated us to work, so we bought cement and they gave us sand for free, then we built. They also gave us fuel efficient stoves which can be used to make coffee, stew and tea. It can also use electrical power. In hurry situations, it can be used to cook faster.”



**Improved Cook-Stoves (ICS) - Mirt Model**

The fixed-dome type of bio digester, a modified version of a Nepalese model with an Ethiopian name – SINIDU – with different sizes available between 4 m<sup>3</sup> and 10 m<sup>3</sup>, of which 6 m<sup>3</sup> volume capacities is most common. This design is preferred because of its robustness, ease of operation, opportunity to accommodate high shares of local materials, correct sizing and low cost. The use of biogas for cooking requires specially designed stoves. According to Seyoum (2018), around 2.83 m<sup>3</sup> of biogas can be produced per day by loading 45 kg of dung daily into a 6 m<sup>3</sup> SINIDU model biogas digester in Ethiopia. With the help of IAP, 28 biogas digester were constructed.

**Expected benefits of bio digester development are numerous.**



**Ms. Zenbaba Wondwosen** *Resident of Menz Gera Woreda* says “We used to use dried manure for cooking before, but now we got rid of the smoke since we have started using biogas”.



- **At the global level:** reduction in greenhouse gas emissions.
- **At the national level:** reduction of the over exploitation of the biomass cover, rural employment, income generation, micro and small enterprise development.
- **At the household level:** clean and renewable energy, health benefits, time saving, improved sanitary conditions, increased agricultural production, economic and financial returns. Women are particularly targeted, more particularly related to time savings and labour associated with the provision of energy for consumption.

## Solar Power

According to the recent national statistics, 33 - 34 percent of the Ethiopian population has direct access or connectivity to the grid electricity with 96.20 percent of the urban population. The rural areas are much left behind with more than 73 percent lacking access to electricity. However, the country is largely endowed with sunshine and therefore, small scale Off-grid solar PV systems offer a fully renewable alternative to the fossil fuel based sources of lighting. Several efforts have been made in the past few years to introduce and popularize various types of small-scale solar energy systems fit for rural household use such as lighting, running TVs, charging of mobile phones, etc. by the Ethiopian government and the development partners, which has been hampered by inferior quality products which often breakdown after a few months. IAP supported community members with Sun King Solar Home System with 12/6 Watt Solar Panel for household usage. These are fixed overhead lighting with devices and appliances charging

- overhead fixed LED lamps with individual wall mounted switches
- 12 Volt output to power 12 Volt DC appliances
- USB output device charger with common phone adopter
- 17 meter cable and all necessary accessories



**Ms. Fozia Abdurahman** *Resident of Gursum Woreda* says "This area has been left idle as it was not used for farming. The project told us that it is suitable for agriculture since it has abundant water. They therefore provided us solar water pumps and trained us how they work and using them. Now we can produce different kinds of fruits including Mango, Papaya and Avocado.

The lessons learned, include: Involvement of all concerned stakeholders including the private sector represented by the Ethiopian Solar Energy Development Association has contributed to smooth acceptance of the national standards to work with; rolling out of the technical standards for solar home systems have helped to ensure correct labelling and quality of importing and distribution of the technology products

### IAP-BP4-Lessons learnt:

- Organizing community awareness events and outreach activities such as household particular activity shows were successful and provided a platform to the targeted audiences to participate in various events, interact with the experts, and witness live demonstration
- Face-to-face engaging nature of communication and products demonstration during the show was an effective medium to educate the potential consumers on how their living can be improved by using these fuel efficient products, besides other economic, health and environment related benefits, resulting in fueling-in interest in buying, resulting in creation of additional demand appliances

## IAP Best Practice 5: Field visit exchange and Model farmer training and demonstration

Site visits to model farms showcasing best practices facilitated farmer to farmer knowledge exchange. These demonstration periodic visits activities including beekeeping practices, different varieties of crop production and poultry farming have been utilized. Field visit had the strongest potential to improve the technical capacities of local famers, increasing their productivity and contributing to local IAP initiatives ownership. Exchange visits were key to sharing knowledge, successful experience and good practices on agriculture and the sustainable management of natural resources.

### Model farmer training and demonstration

Model famers are sharing their experience to others in the community



**Ms. Aminat Ibrahim**, Model farmer of Abala Wodera, says “We have been using irrigation for long, but after we have taken trainings from the project, we are doing better than before. We have shared the training we got from the project. Moving door to door, we trained women about violence on women, mothers’ role, women’s role outside home and their share in family property. We have properly taught them”



**Mr. Aklilu Tenkir**, Model farmer of Fago Boloso Wodera, says “We have been using traditional beehives for long time, but after we have taken trainings from the project and acquired these modern beehives, we are doing better than before. Am benefiting much from honey production. I have also been teaching others to use the modern methods so that they too can produce more”



**Ms. Sindenesh Haile**, Resident of Menz Gera District, formally dependent on selling firewood as to raise money to take care of her household was severely affected by ban on deforestation by the National Forestry Bureau, However the project helped in both conserving the environment and livelihood again. She says “I was a poor mother before, had no supporter, but the project helped me engage in the work of fattening after considering my situation. Now my situation has changed. The project also gave me various trainings and sheep to rear. I have benefitted a lot from the fattening work. I was working on a rent land before, but now I buy seed and fertilizer and plow my own land which enabled me support my children well.”

**IAP-BP5-Lessons learnt:** Learning good practices and experiences through field visits has been crucial to improving local famer’s capacities, managing financial resources and giving small famers access to markets. The strength of this method lies in the fact that it is based on direct knowledge exchange among rural people involved in the same productive activities.

## Best Practice 6: Gender empowerment

**Empowerment** “The process of gaining access and developing one’s capacities with a view to participating actively in shaping one’s own life and that of one’s community in economic, social and political terms.” Gender training, an important tool for gender empowerment was incorporated into the project activities aimed at building capacities, providing women with awareness, knowledge and practical skills. The project reported all benefices quantitatively (Statistically) using sex-disaggregated data.

### IAP- BP6-Lessons learnt

During gender training approach, the project;

- Developed participants’ self-awareness by engaging them in a transformative process through transformative or reflexivity training (especially the way they original run life back home such as farming practices);
- Improve participants’ conceptual knowledge by providing new intellectual tools to solve old problems related to IAP with new views: knowledge-based training was mainly effected through teaching women practical ways to utilized gender tools such as organizing of gender related groups.

**IAP-BP6-Enhancement Recommendation:** Appropriate participation of both sexes in project implementation and in decision-making is critical. This may be effected better by conducting gender based focus groups (women) as to increase their involvement.



**Ms. Amedot Jemal Resident of Chiro Woreda** says “Global Environmental Facility helped us form supportive association. We were saving ten Birr weekly, but now we have raised 50 Birr. As a result, the amount of loan we can get from our association has increased.”

Ferdahusa, 35 year old ILMFS project beneficiary famer in Degahale of Gursum woreda, mother of 3 with 4 more dependents (her old mother and younger sisters). With no farmland, her livelihood was dependent on the sale of local tea and coffee to the local community while earning less than 100ETB per month. Her total asset capital estimated at 3000 ETB and living in a rented house, her income was not sufficient enough to feed her households.

Ferdahusa started with Onion cultivating on 0.5 ha rented farmland in Fafen river valley as guided by project team, supported with solar water pump and tomato and onion seed. After the sixth month, she rented additional farm land and boosted vegetable product. “By the year 2019, I had diversified farming, including; onion, tomato, mango and papaya, and I harvested more than 500 quintals of onion that year. Because of this initiative, I have been able to construct new residential house (estimated as ETB 830,000), own a vegetable seed distribution shop and saved more than ETB 900,000 in the bank.”

She has impacted more than 200 female farmers in Degahale by sharing knowledge, skills, and new technologies. She confident that by end of 2021, with sale of papaya raw fruit in her shop and juice, tea and coffee in her cafeteria and engaging in poultry farming will increase her income and add value to community livelihood.



**IAP Best Practice 7: Support for diversification of agriculture**



**Mr. Ababo Mussa** Resident of *Amibara Woreda* says “We have been trained of which fifteen were women and the project donated 150 hens, corrugated irons, wires, cement and the chicken feed as well.”



**Ms. Fatuma Eid** Resident of *Amibara Woreda* says “Before we were jobless and had almost no income, but after the project, our standard of living has improved. Women in Amibara’s lives have changed. Now they are able to consume at home and even supply for market”



**Mr. Simon Tomas**, Resident of *Dugna Woreda* says “At first the project gave lessons to the community members then motivated us to work with the project by providing such production tools, eg; spades, picks, axes and the likes in order to get this improvement”

Agricultural diversification, “adding plant varieties and species, or animal breeds, to farms.” Factors leading to decisions to diversify are many, but include: reducing risk, responding to changing consumer demands or changing government policy, responding to external shocks and, more recently, as a consequence of climate change. Farmers have improved their production by diversification of agricultural form traditional farming methods through IAP project trainings. The project in luei to diversification of agriculture empowered community members with various material, animals and birds.



**Mr. Aliy Mohammed** (a model farmer at Doba Woreda), engaged in diversified agricultural production improved his annual income from ETB 21,600 to ETB 120,000



**Mr. Rashid** (a model farmer at Gursum Woreda) harvests 10 quintal of papaya fruit per day for market





**Mr. Yirga Mashile, Project Coordinator of environmental Preservation of Menz Gera Woreda,** Says "We first identified three gaps in the value chain of the Wodera. They were related to; marketing rearing and fattening. After discussing with the Wodera and distributing the full package, we have enabled famers to fatten thrice a year which used to take them three years even to fatten once."



**Mr. Deacon Kasaye G/ Michael, Resident of AngolelaTera Woreda,** Says "First we had discussed with experts that the area was harmed and started working for its recovery. The change has come as it was preserved from the entrance of animals. Now animals like midakwa and theses are coming. The buzz bees are also being heard around the flowers. But there was nothing before"



**Mr. Ermisa Bongge Model Famer of shemen Woreda,** Says "We use irrigation grass, cow and fruits. We also store water in time of no rain. I have been chosen as a model since I have been engaged in poultry and using modern beehive. Now I have changed my grass roofed cottage to corrugate iron one. I am planning to build a house in town after selling fruits and animal feed. I also give advice to others as well."



**Mr. Isabalew Beyene Famer of Menz Gera Woreda,** Says "We did not plant such varieties before. Sometimes we planted potatoes but we would not harvest enough. But now we produce thrice a year and benefit from such produces as spinach, potatoes and carrots. We sell a quintal from 600 to 700 Birr which we used to sell from 200 to 300 Birr before. As the soil fertility of the land is increasing, our lives are also changing"



**Mr. Isabalew Beyene Famer of Menz Gera Woreda,** Says "Now I fatten in three months which used to take a year before. In the last Christmas and Ethiopian Epiphany people from the wodera bought from me the fattened ones. I have changed five times since 2018 from which I gained 15,550 Birr that solved my personal problems."



**Mr. Beletew Kelkele Famer in Menz Gera Woreda,** Says "I have been producing only barely, but after this project has been implemented, I have begun planting potato and spinach and yielding twice a year. Now I can sell up to 20,000 Birr thanks to the project"

**IAP-BP7- Lessons learnt:** Community groups, women groups, higher educational institutions have been empowered under IAP. Both on-farm diversification and specialization can contribute to improved resilience to climate-related risks. The majority of farming households in the project area are income-poor and highly vulnerable to commodity price fluctuations. Any activity that can increase and stabilize their incomes, or generate savings, can thus lead to improved livelihood resilience.

## IAP Best Practice 8: Rehabilitation



**Ms. Albo Dachere, Resident of Blatee** says "I remember in our childhood we had enjoyed playing and spending time on these hills but through time, it became eroded and bare"

Land rehabilitation, "a process of restoration bringing an area of land back to its natural state after it has been damaged or degraded, making it safe for wildlife and flora as well as humans"

Land degradation is a great threat for the future and it requires great effort and resources to ameliorate. The major causes of land degradation in Ethiopia, include; direct causes of land degradation are: inappropriate forest clearance (low vegetative cover) and soil surface exposure, detrimental crop cultivation practices, the burning of dung, removal of crop residues, and overgrazing (unbalanced crop and livestock production) are all familiar themes. More indirectly, a number of factors act as driving forces: poverty, insecure tenure, rapid population increase, and economic policies. Other institutional factors such as weak research, extension, and management of public lands also play a role.

Tangible evidenced was observed as bare places have been recovered, soil erosion prevention tasks have been conducted, and hence environment has retaken its surface and animals have begun returning to formal habitant. This was all achieved through use of extension system first to increase soil fertility then decrease erosion.







Rehabilitated land (Jabiya watershed, fango sore kebele, Dugna fango woreda, Angolela Woreda, Dugna fango woreda, Doba woreda, and Menzegeera Woreda) has also brought the community together and ensured that the land is managed properly and protected in the future. Improved land management has become an inherent part of farming systems in the project area.

Through rehabilitation of land, success factors of decreased sediment deposition reduced downstream flooding and sheet and rill erosion, and increased water infiltration all have enhanced development of new springs in the area.

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|---|--|---|---|
|  <p><b>Mr. Dereje Da-ee,</b><br/><i>Dugna Fango, Project Coordinator,</i> says "We began to work with the aim to develop 6,982 hectares of land within five years from which over 13,000 households can benefit</p> |  <p><b>Mr. Sintayehu Kere,</b><br/><i>Batee, Project Coordinator,</i> says "In the project five years plan, the project has embraced 36,000 households and in the last two years 19,250 households have benefited from it, out of which 50% are women. 10,017 hectares of land has also recovered and we have achieved this through various soil and water conservation methods"</p> |  <p><b>Mr. Usman Ibrahim</b><br/><i>Head of Mens Gera Woreda agriculture Office,</i> Says "We use the extension system first to increase soil fertility, secondly; decrease disease when the fossils is surfaced to the sun and thirdly, enhance productivity"</p> |  <p><b>Mr. Gabriel Morca,</b><br/><i>Resident of Dugna Fango</i> says "They told us that the global environmental facility wanted us to work on the environmental development in Fanso Gore Woreda, so I and my colleagues from the kebele went to work on the barren places"</p> |
|---|--|---|---|

**IAP-BP8-Enhancement Recommendation:**

- Collaboration with the Woreda and Kebele Office of Agriculture and Rural Development to spread awareness and educate the communities near degraded areas about the negative effects of free grazing as well as the benefits of land rehabilitation.
- Awareness raising through policy makers, researchers, CBO's and farmers,
- Experience sharing best practices
- Full involvement of community



## IAP Best Practice 9: SHG organize & Training

Self-help groups “are informal groups of people who come together to address their common problems.” While self-help might imply a focus on the individual, one important characteristic of self-help groups is the idea of mutual support – people helping each other. Self-help groups supported under IAP have been used as an effective strategy for poverty alleviation, human development and social empowerment, focused on income-generating activities.

One of the greatest achievements of the self-help groups was the impact they have had on raising the awareness of local authorities about the needs of vulnerable groups such as women and their important participatory role in addressing their needs. IAP benchmarked on such a platform “Self-help group;”

- To develop knowledge and skills that enables them to become contributors in their families and communities.
- To enable community members become self-sufficient, through material, animal and birds provision. E.g. Goats, Cows were given to the groups, which in turn allocated them to members (one goat/ cow for a member) to rear, whilst the original goats or cow remained with the first member of the group. When it gave birth again, the kids remained with the member and the original goats were sold, and the money used to buy another goat for the next member. The process would go on until all the members had goats to rear and were able to earn enough to sustain themselves.



**Mr. Mulugeta Caregai, Resident of Angolela Teras** says “The training we took on the techniques of sewing and how it can be feasible if kept on as a future career.”



### IAP-BP9- Lessons learnt:

- IAP interaction experience with SHG indicates that women’s groups are generally easier to form than groups for men. Women tend to have a stronger sense of solidarity towards one another and work more easily in a collaborative way. Where groups have both male and female members, it is important to ensure that women are represented, their voices heard and their issues discussed.
- Within self-help groups, members may have varying levels of education. It is important that self-help meetings are not monopolized by those people who may have a higher level of education, and for those self-help groups that are based around microcredit, it is important that there is not an uneven distribution of benefits. To prevent inequalities from arising within groups, time needs to be dedicated in the early stages of group formation to building a sense of cohesion and empowerment among the less literate or vocal members, through trainings.

**Dimt`uFilwuha Nursery:** Dimtu Rehobot Fishery and Poultry production Self Help Group (SHG), organized with support of IAP project, for establishment and managing of Arba Minch sites. Success of this support was benchmarked on continuous monitoring by: **Project Steering Committee** which follows up and evaluates how much members benefited; **Technical Committee** which has supported technical management works; **Gender Committee** which follow ups on equal involvement and benefit sharing of men and women members. These committees’ collaboration with Woreda government officials (Livestock and Fishery office and Environmental Protection and Forest Development office) has safeguarded sustainability of activities. The project has also supported activities with agricultural equipment, specialized seeds varieties. Lessons have been learnt by SHG from model farmers through organized evidenced farmer-farmer exchanges.

## IAP Best Practice 10: Improved water technology & Irrigation

Where water was a limiting factor, improving water management was achieved through measures that conserve soil and water; efficient irrigation technologies that can maximize crop yields per volume of water applied; and reduce unproductive evaporation losses were used.



**Damming:** Rainwater harvesting systems are crucial for climate change adaptation in climates with a pronounced dry season and especially under rain fed agricultural systems. Earthen storage ponds were easily constructed in rural areas (project area), collecting and storing water for both domestic and agricultural use. Constructed 28 household water harvesting ponds of 120m<sup>3</sup> water capacity appears to be very effective in meeting local needs. This has increased water availability for crop production especially during dry periods.

**Irrigation:** Technological advances for improved irrigation include more efficient irrigation systems where water release can be controlled so that crops receive only the amount needed (e.g. pressurized irrigation systems such as drip irrigation). Achieving greater efficiency in irrigation often involves additional energy costs, for this reason, the met irrigation needs in the community was accompanied by appropriate energy technologies, such as IAP deployed Mechanical wheel hydraulic pumps easy to use and maintain by the community members. This has mainly improved agricultural production in project dry areas with limited access to freshwater resources, reduced risks of water source degradation; increased community resilience to changing water availability and understanding of the importance of water conservation in farming. On-farm water reservoirs momentarily helped in soil conservation and in sustaining other agricultural activities.

**Fish farming:** Raising fish in the constructed household water harvesting ponds was an improved strategy used for farm ponds. Fish adds value to the water: From a farming systems standpoint, fish converts otherwise agricultural and household waste into food when used as feed; to the household, fish adds to the basket of goods produced on the farm. It was designed that farmers can integrate fish farming with other on-farm activities such as crops and animal husbandries. This integration involves cost savings through use of resources over several enterprises not to mention the advantage of having multiple-use, water-harvesting and storage facilities on a farm that improve returns to land and labour. The strategy adopted helped in diversification of livelihood options and, as an additional enterprise, serves as a fallback for food or for cash to the farmers.

### The water dams and projects built in the woreda's have changed many lives



**Mr. Chala Keneni, Doba Woreda** Project Coordinator says "Doba is one of those Woreda's that has shortage of rain. It gets rain twice or thrice a year which resulted in low annual production. After the project has been implemented, we have constructed household ponds and gave them practical training on how to harvest water. A household pond can contain 100 meter cube water which enables them to produce the whole year.



**Ms. Taddelech Taddese,**  
*Resident of Doba Woreda says*  
 “We used to produce corn and sorghum before but after we got training and advice from the project Environment, Forest and Climate Change Commission, we begun producing fruits and vegetables. I used to produce once a year, but today I can produce the whole year since am using the new irrigation technology. The project has also provided us with seeds. Our lives have now improved.



**Mr. Aliyu Mohammed,**  
*Resident of Doba Woreda says*  
 “Before this water was stored, I used to harvest only once a year, but now am plating various fruits and vegetables that yield thrice a year.



**Mr. Eyasu Chuta,***Resident of Dugna Fango says* “we sell fish soup roast as well as raw meat to the community. I and my co-workers were living in rented houses before. But after joining this project, we built our own houses.

IAP-BP10- Lessons learnt: The integration strategy of water-harvesting multiple-use for irrigation and fish farming yielded better results than expected.

**IAP-BP10-Enhancement Recommendation:**

- Management practices and techniques of integrated farming can be adopted as the core subjects of training and study visits programmes as to enhance local farmers knowledge base
- Farmers should be encouraged to participate in groups/ associations as to easily seek to support for improved services for farmers. At the smallholder level, such groups may be traditional farmers’ who can be a voice for improved government extension support to the kebele.
- Farmers need to link together with programmes in research and extension, so that technology provision and extension services will continue once the project has closed



**Ms. Tadalech Tadesse** (Model Farmer at Doba Woreda), engaged in diversified agricultural production improved his annual income from ETB 18,460 to ETB 121,800

**Component 2: Impact**

- Establishment of public-private partnerships (PPP) that have seen increase of productivity of agriculture and reducing post-harvest losses in a way that leads to greater adaptation to climate and helps mitigate GHGs.
- Transformations to non-farm livelihoods where new and innovative livelihoods that are less dependent on natural resources where adopted.
- Supported development of three value chains (horticultural crops/livestock/poultry) by strengthening production, aggregation, processing and distribution (wholesale and retail)
- Empowered and capacitated the smallholder farmers to sustain the new value addition activities and partnerships
- Annual average income generation 145,830 ETB – 21892 ETB with totally capital of 465,812 ETB.

## **2. Component 3:** Knowledge Management, Learning, Monitoring and Assessment

### **Component 3: Achievements**

- Integrated Web based GIS Embedded Ecosystem Monitoring system established
- 60 tables & desktop computers (equipment) was distributed to all the regions and woredas
- Software installed in the machines
- Broadband internet service being made functional in 5 woredas
- Unlimited data service in 7 woredas
- Land productivity change report produced each quarter using Sentinel-2 satellite images for the 12 Woredas

Linkage to best practice: Integrating GIS techniques in Ecosystem and land management monitoring will increase availability of ecological datasets, collected through remote sensing. This will help in enhancement of the ability to derive information from remotely sensed data as to describe actual environmental conditions in the project area specifically those that have been rehabilitated under IAP.

IAP-BP-Lessons learnt: Field observation provided the most detailed and fine-scale information, inspite the fact that; the spatial coverage is not continuous, expensive and time-consuming to collect, and many of the observations are relatively subjective or suited for a narrow purpose. GIS data can provide continuous spatial coverage. Also GIS data, particularly digital elevation models (DEM), have been used to derive complex environmental variables that are more ecologically relevant in the project area.

IAP-BP-Enhancement Recommendation: Ethiopia has relatively low Internet connectivity with less than 15% of its population having access to the Internet. Even those having access to the Internet pay, access is expensive and often unreliable. Continuous collaboration with government agencies, NGOs, for increasing internet connectivity as to easily use dates DEMs, images during GIS monitoring will cause better results.

### **Component 3: Impact**

- Multi-stakeholder and multi-scale platforms in support of integrated natural resources management in agricultural landscapes in place;
- Increased land area and agro-ecosystems under Integrated Land Management and supporting significant biodiversity and the goods and services this provides;
- Increase in investment flows to integrated natural resources management; and
- Capacity and institutions in place to monitor and assess resilience, food security and GEBs.



# CONCLUSION & RECOMMENDATIONS

# CONCLUSION & RECOMMENDATIONS

## A. Conclusion

All the three projects had significant milestones as evidenced by tremendous impact on community livelihood, environment conservation and administrative enhancement. Core to project intuitive success was shouldered on existing project area administrative structures, to which all successful experience under the three projects deserve to be shared and replicated. Whereas the entire three project have tremendous impact in realizing their respective goals, purpose and objectives, it should be noted that they had limited coverage hence a “drop in ocean” both in terms of geographical coverage as well as the resource envelopes. This therefore calls for the government to mobilize more resources in order to upscale these activities that will tackle poverty, environmental conservation, natural resources management and the resultant socio-economic transformation of the population in tandem with Ethiopia’s National Development Plan.

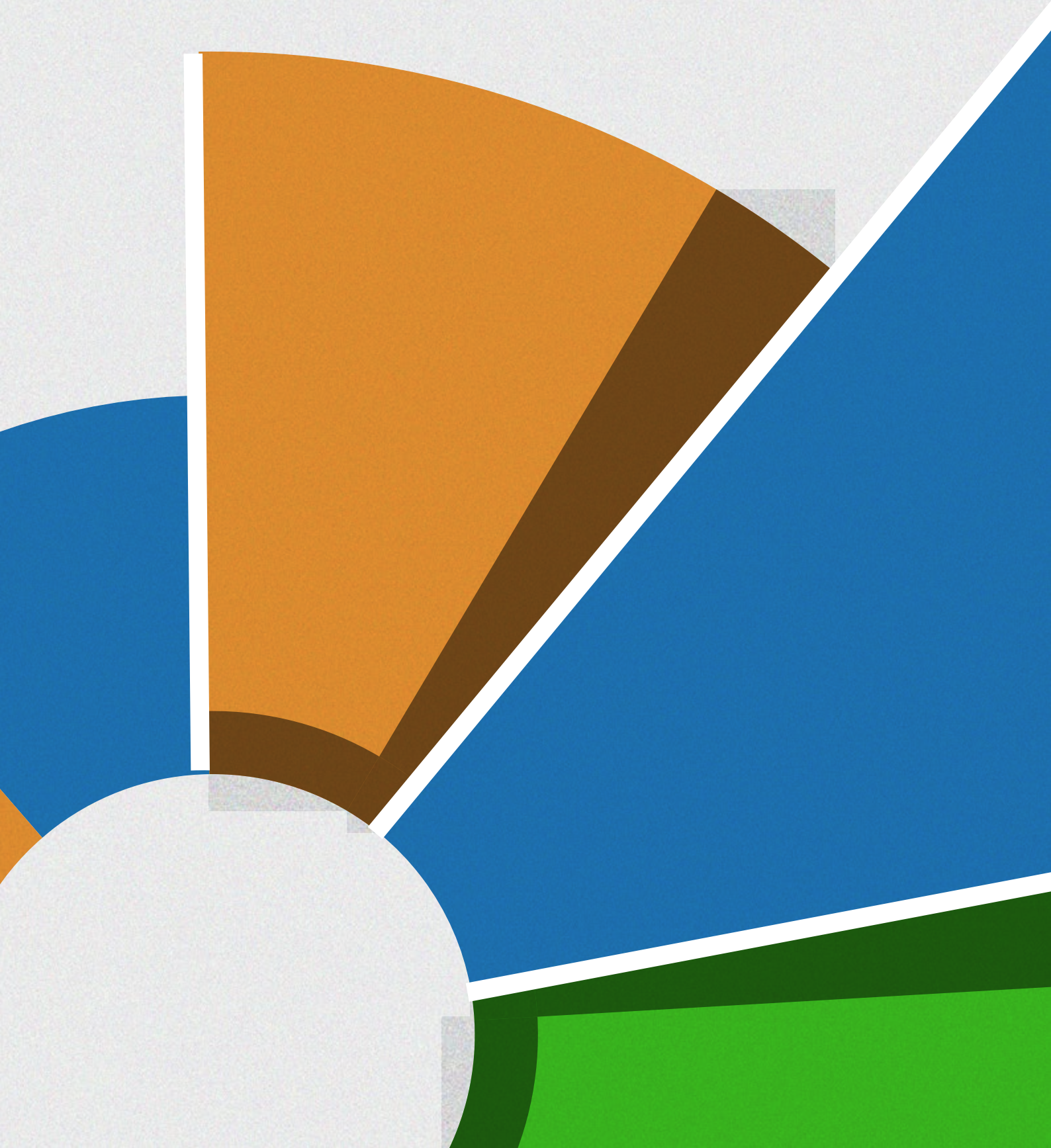
## B. Recommendations

Recommendations mentioned below may be considered while planning for scaling up activities in the next phase of the project;

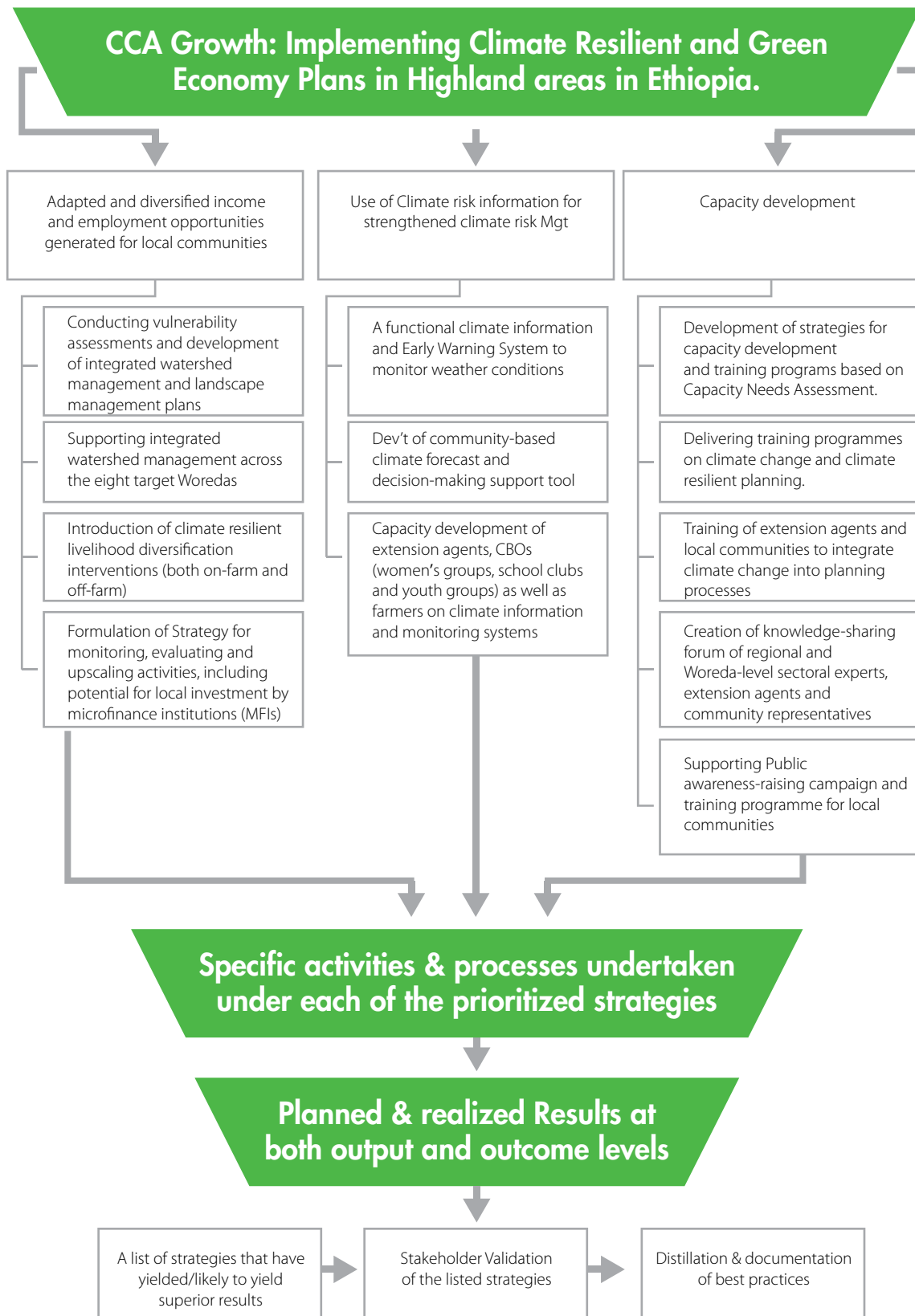
- i. Most of the initiatives/strategies analyzed recognize that building local capacity for training is crucial to ensure the sustainability. The use of ICT could provide great opportunities for disseminating information, proving platforms for auto-learning and interactive learning most especially during COVID 19 pandemic
- ii. Monitoring and Evaluation of implemented activities with evidenced based outcomes is not only relevant to measure of success but provides also important input for corrective action and optimization of the deployed strategy
- iii. Integration and or joint planning among public, civic and private institutions to enhance social-ecological resilience of communities are critical for successful implementation of plans. Also stakeholder commitment is key. Appropriate participation of both sexes in project implementation and in decision-making is critical. This may be effected better by conducting gender based focus groups (women) as to increase their involvement.
- iv. Better and detailed project activity documentation, focusing on: project purpose and scope; results and key points; technical parameters and the technologies used; blackouts or unexpected events that occurred; and communicated progress and updates to project stakeholders
- v. Integrating adaptive management concept in project management (integration of design, management, and monitoring to systematically test assumptions in order to adapt and learn to achieve resource management goals) is key
- vi. Awareness-raising and information dissemination needs to meet the project communication needs and the needs of a wider public. Strengthening project communities through continuous sensitization on project related topics will promote a sense of place, connection and project ownership through community involvement.



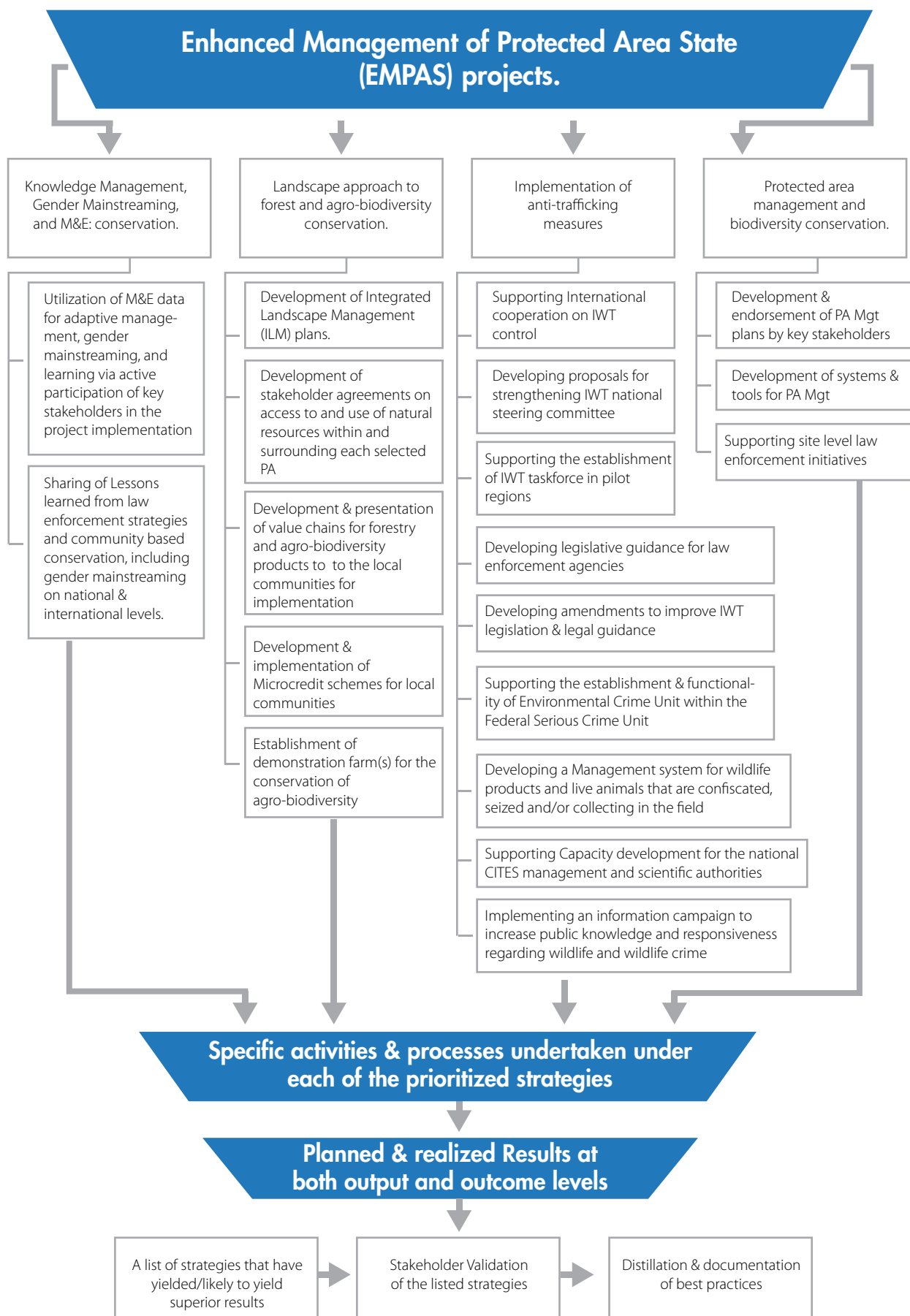
# ANNEXURES

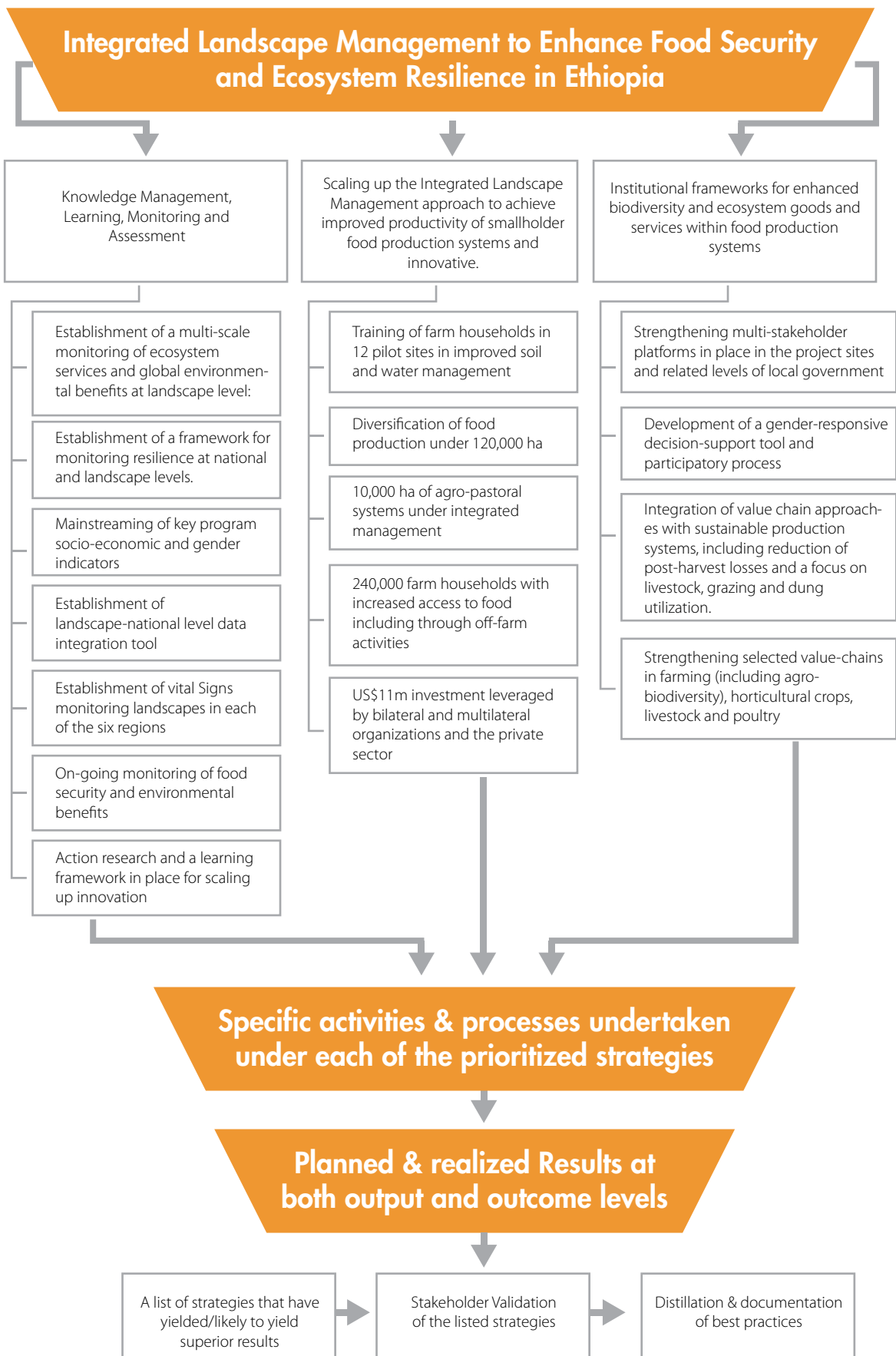


# Annexure – I: Project Approach









## Annexure – II: Data collection matrix

(To be filled through Key Informant Interviews or group discussions with project team (UNDP/Gov't) as well as desk review.

| Component   | Outputs/ strategies  | Guiding questions  | Responses/Observations |
|---|--|--|------------------------|
| <b>Project 1: CCA Growth: Implementing Climate Resilient and Green Economy Plans in Highland areas in Ethiopia.</b> |  |  |                        |
| <b>Capacity development.</b>  | Development of strategies for capacity development and training programs based on Capacity Needs Assessment.   | <ul style="list-style-type: none"> <li>• What problem/barrier is the output responding to?</li> <li>• What delivery strategies have been adopted for the output?</li> <li>• How have the output delivery strategies been designed and implemented?</li> <li>• How unique/innovative have the adopted delivery strategy (ies) been?</li> <li>• To what extent has the output target been achieved so far?</li> <li>• At what cost has the output been delivered compared to the budget and other alternative strategies?</li> <li>• How have different stakeholders participated in the design &amp; implementation of the output delivery strategies?</li> <li>• What strengths, weaknesses &amp; gaps have been associated with the adopted strategies?</li> <li>• What specific changes in relation to the baseline situation &amp; envisaged project outcomes have been ushered in by the delivery status of the output?</li> <li>• Can the output delivery strategies be upscaled and replicated?</li> <li>• What are the opportunities and challenges for upscaling and replication</li> <li>• What more is necessary for the output/strategy upscaling&amp; replication?</li> <li>• What lessons can be drawn from the implementation experience of this output?</li> <li>• Note: These questions shall be explored under all the projects outputs.</li> </ul> |                        |
|   | Delivering training programmes on climate change and climate resilient planning.   |  |                        |
|   | Training of extension agents and local communities to integrate climate change into planning processes.  |  |                        |
|   | Creation of knowledge-sharing forum of regional and Woreda-level sectoral experts, extension agents and community representatives.                               |  |                        |
|   | Supporting Public awareness-raising campaign and training programme for local communities  |  |                        |
|   | A functional climate information and Early Warning System to monitor weather conditions.   |  |                        |
|   | Dev't of community-based climate forecast and decision-making support tool.  |  |                        |
|   | Capacity development of extension agents, CBOs (women's groups, school clubs and youth groups) as well as farmers on climate information and monitoring systems. |  |                        |
|   | Conducting vulnerability assessments and development of integrated watershed management and landscape management plans   |  |                        |
|   | Supporting integrated watershed management across the eight target Woredas   |  |                        |
| <b>Adapted and diversified income and employment opportunities generated for local communities</b>                  | Introduction of climate resilient livelihood diversification interventions (both on-farm and off-farm)   |  |                        |
|   | Formulation of Strategy for monitoring, evaluating and upscaling activities, including potential for local investment by microfinance institutions (MFIs).       |  |                        |

| Component   | Outputs/ strategies                                      | Guiding questions   | Responses/Observations |
|---|--|---|------------------------|
| <b>Project 1: CCA Growth: Implementing Climate Resilient and Green Economy Plans in Highland areas in Ethiopia.</b> |  |   |                        |
| <b>General management practices</b>   | Partnerships & collaborations                            | <ul style="list-style-type: none"> <li>• What partnerships have been leveraged in the implementation of the project?</li> <li>• What mechanisms have been put in place to build and strengthen partnerships?</li> <li>• What effectiveness and efficiency gains have been associated with partnership arrangements?</li> <li>• What challenges &amp; gaps in the project's partnership &amp; collaboration arrangements?</li> <li>• What improvements are necessary for effective partnership &amp; collaboration arrangements?</li> <li>• What partnership &amp; collaboration building strategies have proved effective?</li> <li>• To what extent are these strategies scalable/replicable to other areas?</li> <li>• How best can such strategies be up scaled &amp; replicated?</li> </ul> |                        |
|   | Stakeholder participation during design & implementation | <ul style="list-style-type: none"> <li>• Which stakeholders were involved in the project design &amp; what roles did each play?</li> <li>• Which stakeholders are involved in project implementation?</li> <li>• What strategies have been employed to ensure effective stakeholder participation?</li> <li>• How effective have these strategies been?</li> <li>• What are the key Strengths, weaknesses &amp; gaps in the adopted stakeholder participation strategies?</li> <li>• How can stakeholder involvement &amp; participation in the project be enhanced?</li> </ul>   |                        |
|   | Financial management practices                           | <ul style="list-style-type: none"> <li>• What project implementation modality has been adopted?</li> <li>• How is financial mgt of the project structured?</li> <li>• What effectiveness &amp; efficiency gains are associated with the financial mgt system?</li> <li>• What resource mobilization strategies have been adopted?</li> <li>• What best practices can be derived from the financial mgt arrangements of the project?</li> <li>• Which areas in financial mgt require improvement; why &amp; how?</li> </ul>  |                        |
|   | Management structures & implementation arrangements      | <ul style="list-style-type: none"> <li>• What mgt structures have been instituted for the project at national &amp; sub national levels?</li> <li>• How effective have these structures been?</li> <li>• How are the structures being coordinated to achieve harmony &amp; unity of purpose?</li> <li>• Which mgt areas need some improvement; why &amp; how?</li> <li>• What best practices can be drawn from the project mgt arrangements?</li> </ul>   |                        |
|   | Inter & intra project coordination                       | <ul style="list-style-type: none"> <li>• How is the project information being shared with key stakeholders (external &amp; internal)?</li> <li>• What good practices can be drawn from the project's inter &amp; intra coordination mechanisms?</li> <li>• How can the project's coordination be improved?</li> </ul>   |                        |



| Component   | Outputs/ strategies   | Guiding questions  | Responses/Observations |
|---|---|--|------------------------|
| <b>Project 2: Enhanced Management of Protected Area State (EMPAS) projects.</b> |   |  |                        |
| <b>Protected area management and biodiversity conservation.</b>                 | <p>Development &amp; endorsement of PA Mgt plans by key stakeholders.</p> <p>Development of systems &amp; tools for PA Mgt.</p> <p>Supporting site level law enforcement initiatives</p> <p>Supporting International cooperation on IWT control</p>   | <ul style="list-style-type: none"> <li>• What problem/barrier is the output responding to?</li> <li>• What delivery strategies have been adopted for the output?</li> <li>• How have the output delivery strategies been designed and implemented?</li> <li>• How unique/innovative have the adopted delivery strategy(ies) been?</li> <li>• To what extent has the output target been achieved so far?</li> <li>• At what cost has the output been delivered compared to the budget and other alternative strategies?</li> </ul>  |                        |
| <b>Implementation of anti-trafficking measures.</b>                             | <p>Developing proposals for strengthening IWT national steering committee</p> <p>Supporting the establishment of IWT taskforce in pilot regions</p> <p>Developing legislative guidance for law enforcement agencies</p> <p>Developing amendments to improve IWT legislation &amp; legal guidance</p> <p>Supporting the establishment &amp; functionality of Environmental Crime Unit within the Federal Serious Crime Unit</p> <p>Developing a Management system for wildlife products and live animals that are confiscated, seized and/or collecting in the field</p> <p>Supporting Capacity development for the national CITES management and scientific authorities</p> <p>Implementing an information campaign to increase public knowledge and responsiveness regarding wildlife and wildlife crime</p> | <ul style="list-style-type: none"> <li>• How have different stakeholders participated in the design &amp; implementation of the output delivery strategies?</li> <li>• What strengths, weaknesses &amp; gaps have been associated with the adopted strategies?</li> <li>• What specific changes in relation to the baseline situation &amp; envisaged project outcomes have been ushered in by the delivery status of the output?</li> <li>• Can the output delivery strategies be upscaled and replicated?</li> <li>• What are the opportunities and challenges for upscaling and replication</li> <li>• What more is necessary for the output/strategy upscaling&amp;replication?</li> <li>• What lessons can be drawn from the implementation experience of this output?</li> </ul> <p><b>Note: These questions shall be explored under all the projects outputs.</b></p> |                        |
| <b>Landscape approach to forest and agro-biodiversity conservation.</b>         | <p>Development of Integrated Landscape Management (ILM) plans.</p> <p>Development of stakeholder agreements on access to and use of natural resources within and surrounding each selected PA</p> <p>Development &amp; presentation of value chains for forestry and agro-biodiversity products to the local communities for implementation</p> <p>Development &amp; implementation of Microcredit schemes for local communities.</p> <p>Establishment of demonstration farm(s) for the conservation of agro-biodiversity.</p>  |  |                        |



| Component   | Outputs/ strategies  | Guiding questions   | Responses/Observations |
|---|--|---|------------------------|
| <b>Project 2: Enhanced Management of Protected Area State (EMPAS) projects.</b> |  |   |                        |
| <b>Knowledge Management, Gender Mainstreaming, and M&amp;E: conservation.</b>   | Utilization of M&E data for adaptive management, gender mainstreaming, and learning via active participation of key stakeholders in the project implementation | Sharing of Lessons learned from law enforcement strategies and community based conservation, including gender mainstreaming on national & international levels.   |                        |
| <b>General management practices</b>   | Partnerships & collaborations  | <ul style="list-style-type: none"> <li>• What partnerships have been leveraged in the implementation of the project?</li> <li>• What mechanisms have been put in place to build and strengthen partnerships?</li> <li>• What effectiveness and efficiency gains have been associated with partnership arrangements?</li> <li>• What challenges &amp; gaps in the project's partnership &amp; collaboration arrangements?</li> <li>• What improvements are necessary for effective partnership &amp; collaboration arrangements?</li> <li>• What partnership &amp; collaboration building strategies have proved effective?</li> <li>• To what extent are these strategies scalable/replicable to other areas?</li> <li>• How best can such strategies be up scaled &amp; replicated?</li> </ul> |                        |
|   | Stakeholder participation during design & implementation   | <ul style="list-style-type: none"> <li>• Which stakeholders were involved in the project design &amp; what roles did each play?</li> <li>• Which stakeholders are involved in project implementation?</li> <li>• What strategies have been employed to ensure effective stakeholder participation?</li> <li>• How effective have these strategies been?</li> <li>• What are the key Strengths, weaknesses &amp; gaps in the adopted stakeholder participation strategies?</li> <li>• How can stakeholder involvement &amp; participation in the project be enhanced?</li> </ul>   |                        |
|   | Financial management practices   | <ul style="list-style-type: none"> <li>• What project implementation modality has been adopted?</li> <li>• How is financial mgt of the project structured?</li> <li>• What effectiveness &amp; efficiency gains are associated with the financial mgt system?</li> <li>• What resource mobilization strategies have been adopted?</li> <li>• What best practices can be derived from the financial mgt arrangements of the project?</li> <li>• Which areas in financial mgt require improvement; why &amp; how?</li> </ul>  |                        |
|   | Management structures & implementation arrangements  | <ul style="list-style-type: none"> <li>• What mgt structures have been instituted for the project at national &amp; sub national levels?</li> <li>• How effective have these structures been?</li> <li>• How are the structures being coordinated to achieve harmony &amp; unity of purpose?</li> <li>• Which mgt areas need some improvement; why &amp; how?</li> <li>• What best practices can be drawn from the project mgt arrangements?</li> </ul>   |                        |
|   | Inter & intra project coordination   | <ul style="list-style-type: none"> <li>• How is the project information being shared with key stakeholders (external &amp; internal)?</li> <li>• What good practices can be drawn from the project's inter &amp; intra coordination mechanisms?</li> <li>• How can the project's coordination be improved?</li> </ul>   |                        |

| Component  | Outputs/ strategies   | Guiding questions   | Responses/Observations |
|--|---|---|------------------------|
| <b>Project 3: Integrated Landscape Management to Enhance Food Security and Ecosystem Resilience in Ethiopia</b>  |   |   |                        |
| <b>Institutional frameworks for enhanced biodiversity and ecosystem goods and services within food production systems.</b>                             | <p>Strengthening multi-stakeholder platforms in place in the project sites and related levels of local government.</p> <p>Development of a gender-responsive decision-support tool and participatory process.</p> <p>Integration of value chain approaches with sustainable production systems, including reduction of post-harvest losses and a focus on livestock, grazing and dung utilization.</p> <p>Strengthening selected value-chains in farming (including agro- biodiversity), horticultural crops, livestock and poultry.</p>                              | <ul style="list-style-type: none"> <li>• What problem/barrier is the output responding to?</li> <li>• What delivery strategies have been adopted for the output?</li> <li>• How have the output delivery strategies been designed and implemented?</li> <li>• How unique/innovative have the adopted delivery strategy (ies) been?</li> <li>• To what extent has the output target been achieved so far?</li> <li>• At what cost has the output been delivered compared to the budget and other alternative strategies?</li> <li>• How have different stakeholders participated in the design &amp; implementation of the output delivery strategies?</li> <li>• What strengths, weaknesses &amp; gaps have been associated with the adopted strategies?</li> <li>• What specific changes in relation to the baseline situation &amp; envisaged project outcomes have been ushered in by the delivery status of the output?</li> <li>• Can the output delivery strategies be upscaled and replicated?</li> <li>• What are the opportunities and challenges for upscaling and replication</li> <li>• What more is necessary for the output/strategy upscaling&amp; replication?</li> <li>• What lessons can be drawn from the implementation experience of this output?</li> </ul> <p><b>Note: These questions shall be explored under all the projects outputs.</b></p> |                        |
| <b>Scaling up the Integrated Landscape Management approach to achieve improved productivity of smallholder food production systems and innovative.</b> | <p>Training of farm households in 12 pilot sites in improved soil and water management</p> <p>Diversification of food production under 120,000 ha.</p> <p>10,000 ha of agro-pastoral systems under integrated management</p> <p>240,000 farm households with increased access to food including through off-farm activities</p> <p>US\$11 m investment leveraged by bilateral and multilateral organizations and the private sector</p> <p>10 innovative funding mechanisms/ incentive schemes in place in the project sites– including rainfall index insurance.</p> |   |                        |
| <b>Knowledge Management, Learning, Monitoring and Assessment</b>   | <p>Establishment of a multi-scale monitoring of ecosystem services and global environmental benefits at landscape level:</p> <p>Establishment of a framework for monitoring resilience at national and landscape levels.</p> <p>Mainstreaming of key program socio-economic and gender indicators</p> <p>Establishment of landscape-national level data integration tool</p>  |   |                        |



| Component   | Outputs/ strategies   | Guiding questions   | Responses/Observations |
|---|---|---|------------------------|
| <b>Project 3: Integrated Landscape Management to Enhance Food Security and Ecosystem Resilience in Ethiopia</b> |   |   |                        |
|   | Establishment of vital Signs monitoring landscapes in each of the six regions |   |                        |
|   | On-going monitoring of food security and environmental benefits               |   |                        |
|   | Action research and a learning framework in place for scaling up innovation   |   |                        |
| <b>General management practices</b>   | Partnerships & collaborations   | <ul style="list-style-type: none"> <li>• What partnerships have been leveraged in the implementation of the project?</li> <li>• What mechanisms have been put in place to build and strengthen partnerships?</li> <li>• What effectiveness and efficiency gains have been associated with partnership arrangements?</li> <li>• What challenges &amp; gaps in the project's partnership &amp; collaboration arrangements?</li> <li>• What improvements are necessary for effective partnership &amp; collaboration arrangements?</li> <li>• What partnership &amp; collaboration building strategies have proved effective?</li> <li>• To what extent are these strategies scalable/replicable to other areas?</li> <li>• How best can such strategies be up scaled &amp; replicated?</li> </ul> |                        |
|   | Stakeholder participation during design & implementation                      | <ul style="list-style-type: none"> <li>• Which stakeholders were involved in the project design &amp; what roles did each play?</li> <li>• Which stakeholders are involved in project implementation?</li> <li>• What strategies have been employed to ensure effective stakeholder participation?</li> <li>• How effective have these strategies been?</li> <li>• What are the key Strengths, weaknesses &amp; gaps in the adopted stakeholder participation strategies?</li> <li>• How can stakeholder involvement &amp; participation in the project be enhanced?</li> </ul>   |                        |
|   | Financial management practices  | <ul style="list-style-type: none"> <li>• What project implementation modality has been adopted?</li> <li>• How is financial mgt of the project structured?</li> <li>• What effectiveness &amp; efficiency gains are associated with the financial mgt system?</li> <li>• What resource mobilization strategies have been adopted?</li> <li>• What best practices can be derived from the financial mgt arrangements of the project?</li> <li>• Which areas in financial mgt require improvement; why &amp; how?</li> </ul>  |                        |
|   | Management structures & implementation arrangements                           | <ul style="list-style-type: none"> <li>• What mgt structures have been instituted for the project at national &amp; sub national levels?</li> <li>• How effective have these structures been?</li> <li>• How are the structures being coordinated to achieve harmony &amp; unity of purpose?</li> <li>• Which mgt areas need some improvement; why &amp; how?</li> <li>• What best practices can be drawn from the project mgt arrangements?</li> </ul>   |                        |
|   | Inter & intra project coordination  | <ul style="list-style-type: none"> <li>• How is the project information being shared with key stakeholders (external &amp; internal)?</li> <li>• What good practices can be drawn from the project's inter &amp; intra coordination mechanisms?</li> <li>• How can the project's coordination be improved?</li> </ul>   |                        |



## Annexure – III: Interview Guide: Project staff (Implementing Partner & UNDP)

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

Stakeholder Category \_\_\_\_\_

Name of Institution \_\_\_\_\_

Position of the respondent in the Institution \_\_\_\_\_

Institution's general Mandate \_\_\_\_\_

Specific role of the institution in the project \_\_\_\_\_

Date \_\_\_\_\_

### **i.** Output/Outcome results analysis

- What problem/barrier is the output responding to?
- What delivery strategies have been adopted for the output?
- How have the output delivery strategies been designed and implemented?
- How unique/innovative have the adopted delivery strategy (ies) been?
- To what extent has the output target been achieved so far?
- At what cost has the output been delivered compared to the budget and other alternative strategies?
- How have different stakeholders participated in the design & implementation of the output delivery strategies?
- What strengths, weaknesses & gaps have been associated with the adopted strategies?
- What specific changes in relation to the baseline situation & envisaged project outcomes have been ushered in by the delivery status of the output?
- Can the output delivery strategies be upscaled and replicated?
- What are the opportunities and challenges for upscaling and replication
- What more is necessary for the output/strategy upscaling & replication?
- What lessons can be drawn from the implementation experience of this output?

### **ii.** Partnerships & collaborations

- What partnerships have been leveraged in the implementation of the project?
- What mechanisms have been put in place to build and strengthen partnerships?
- What effectiveness and efficiency gains have been associated with partnership arrangements?
- What challenges & gaps in the project's partnership & collaboration arrangements?
- What improvements are necessary for effective partnership & collaboration arrangements?
- What partnership & collaboration building strategies have proved effective?
- To what extent are these strategies scalable/replicable to other areas?
- How best can such strategies be up scaled & replicated?

### **iii.** Stakeholder participation during design & implementation

- Which stakeholders were involved in the project design & what roles did each play?
- Which stakeholders are involved in project implementation?
- What strategies have been employed to ensure effective stakeholder participation?
- How effective have these strategies been?
- What are the key Strengths, weaknesses & gaps in the adopted stakeholder participation strategies?
- How can stakeholder involvement & participation in the project be enhanced?

**iv.** Financial management practices

- What project implementation modality has been adopted?
- How is financial mgt of the project structured?
- What effectiveness & efficiency gains are associated with the financial mgt system?
- What resource mobilization strategies have been adopted?
- What best practices can be derived from the financial mgt arrangements of the project?
- Which areas in financial mgt require improvement; why & how?

**v.** Management structures & implementation arrangements

- What mgt structures have been instituted for the project at national & sub national levels?
- How effective have these structures been?
- How are the structures being coordinated to achieve harmony & unity of purpose?
- Which mgt areas need some improvement; why & how?
- What best practices can be drawn from the project mgt arrangements?

**vi.** Inter & intra project coordination

- How is the project information being shared with key stakeholders (external & internal)?
- What good practices can be drawn from the project's inter & intra coordination mechanisms?
- How can the project's coordination be improved?

## Annexure – IV: LIST OF DOCUMENTS REVIEWED

1. A strategy to enhance social-ecological adaptation at highland Climate Change Adaptation project intervention areas in Ethiopia, December 2018
2. Annual Report 2019: UNDP funded Projects/Programs: Integrated Landscape Management to Enhance Food Security and Ecosystem Resilience in Ethiopia
3. Assessment of rural and urban community vulnerability in selected districts and city administrations in Ethiopia, December 2018
4. AWP 2020(EFY 2012/2013) Enhanced Management and Enforcement of Ethiopia's Protected Area Estate
5. Baseline study report on monitoring of ecosystem services and global environmental benefits Yosef Welderufael Kifle, August 2018
6. Capacity and Resources Need Assessment of selected Institutions at National and sub-national levels for Climate Change Adaptation, December 2019
7. ChebraChurchura National Park general Management Plan (2020-2030)
8. ChebraChurchura National Park 12 months performance report (2019)
9. ChebraChurchura National Park Annual Report of 2020
10. Documenting best practices and lessons learned of GEF Funded Rural Energy Technologies (RET) Project report by Vinod Kumar Jain, November, 2020
11. Documenting best practices of global environment facility funded projects In Ethiopia by Ms Wubua Mekonnen, 2016
12. EMEPA Project 2020 Budget Year Annual Report Of Omo National Park, December 2020
13. Exploring Mechanisms to Integrate Pastoral and Agropastoral Systems to Landscape Management: The Case of Selected Woredas in Somali and Afar Regional States, Ethiopia by Fekadu Beyene Kenee, September 2018
14. Gaps analysis of Ethiopian wildlife legal frameworks and challenges to implement the existing laws by Kahsay Gebretensae and Mitiku Gebremicael, May 2018
15. Highland growth project 2018 budget year annual activity and financial performance report, December 2018
16. Highland growth project 2019 budget year annual activity and financial performance report, December 2019
17. Kafta-Sheraro National Park General Management Plan (2019-2029)
18. M&E best practices; Dr. Marianne Meier April 22, 2014 <https://www.sportanddev.org/en/article/news/me-best-practices>
19. Mago National Park Ten Years General Management Plan, 2020-2029, by green environment consultancy services
20. Mid Term Review Report of CCA growth: implementing climate resilient and green economy plans in highland areas in Ethiopia by **Mr. Stephen Ndiboi (International Consultant) and Mr. Goshu Worku (National Consultant)**, September 2019
21. Mid Term Review Report of the Project on Integrated Landscape Management to Enhance Food Security and Ecosystem Resilience in Ethiopia by Mark Anstey and Abera Gayesa, December 2019
22. Performance Report on, Activity 1.3.2; year of 2020, the Implementation of Improved Site Level Law Enforcement Activities of Omo National Park
23. PPT on Implementing Climate reliance green economy plans in highlands of Ethiopia by Tefaye Woldeyes, December 2018
24. Quarterly Report on law enforcement activities at Babile Elephant Sanctuary under Enhanced Management and Enforcement of Ethiopia's Protected Area Estate project, 2018
25. Report on assessment of threat status in five selected wildlife protected areas of Ethiopia by Mekbeb Eshetu Tessema, February 2019
26. Report on cites capacity building training (October 5 -11, 2019), by Arega Mekonnen Inception report document best practices for three projects: Food Security, EMPAS and CCA Highland Projects by Cliff Bernard Nuwakora, September, 2020
27. Report on firm level consultancy service for development and establishment of satellite-based baseline and monitoring system and hereafter quarterly monitoring, July 2020
28. Report on Selected Best Practices from ChebraChurchura National Park in 2019
29. Report on the ecosystem services/natural capital and the major conservation challenges of ChebraChurchura National park, Ethiopia by Adane Tsegaye, November, 2019
30. The hidden treasures and major conservation challenges of ChebraChurchura National park, Ethiopia by Adane Tsegaye, September 2019
31. Trend Analysis of Illegal Wildlife Trafficking in Ethiopia in the Last Nine Years (2011 –2019) by Mekbeb Eshetu Tessema, April 2020
32. Wildland Fire Management Strategy Kafta-Shiraro National Park by Menassie Gashaw, April 2020





