MONITORING AND EVALUATION SYSTEM FOR OROMIA FORESTED LANDSCAPE PROGRAM (OFLP),

PREPARED
BY

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SUBMITTED
TO

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ABBREVIATIONS AND ACRONYMS

A/R	Afforestation/Reforestation
BoANR	Bureau of Agriculture and Natural Resource
BoRLAU	Bureau of Rural Land Administration and Use
BoWME	Bureau of Water, Minerals and Energy
BSM	Benefit Sharing Mechanism
CRGE	Climate Resilient Green Economy
DA	Development Agent
DQA	Data quality assessment
EFCCC	Environment, Forest and Climate Change Commission
ER	Emission Reduction
ERPA	Emission Reduction Purchase Agreement
GHG	Green House Gases
GTP	Growth and Transformation Plan
JISM	Joint Implementation Support Mission
JMM	Joint Monitoring Mission
M&E	Monitoring and Evaluation
MRV	Monitoring, Reporting and Verification
NR	Natural Resource
OEFCCA	Oromia Environment, Forest and Climate Change Authority
OFLP	Oromia Forested Landscape Program
OFWE	Oromia Forest and Wildlife Enterprise
ORCU	Oromia REDD+ Coordination Unit
PAD	Program Appraisal Document
PDO	Program Development Objective
PFM	Participatory Forest Management
PFRA	Participatory Forest Resource Assessment
PIM	Program Implementation Manual
PIRS	Performance Indicator Reference Sheet
PME	Participatory Monitoring and Evaluation
REDD	Reduced Emissions from Deforestation and Forest Degradation
RF	Result Framework
SLM	Sustainable Land Management
VPO	Vice President of Oromia
WB	World Bank
WoANR	*Woreda* Office of Agriculture and Natural Resources
WoEFCC	*Woreda* Office of Environment, Forest and Climate Change
WoRLAU	*Woreda* Office of Rural Land Administration and Use
WoWME	*Woreda* Office of Water, Mineral and Energy

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EXECUTIVE SUMMARY

Reducing emissions from deforestation and forest degradation is an essential part of the global efforts to mitigate climate change. Ethiopia has placed strong emphasis on abating deforestation and forest degradation, and thereby contributing to global efforts to reduce greenhouse emission. Reducing emissions from deforestation and forest degradation (REDD+) has multiple benefits that include supporting the sustainable management and use of forests and enhances the economic, social and environmental values of forests for the benefit of present and future generations. As part of an effort to reverse the ongoing deforestation and forest degradation problems in the country, the Oromia Forested Landscape Program (OFLP), a national REDD+ Program implementation across all the *woredas'* of the Oromia National Regional State was initiated.

As a result, the Government of Ethiopia has received a grant of US$18 million from the World Bank's Bio-Carbon Fund Initiative for Sustainable Forest Landscapes Program to implement the OFLP over five-years. The grant seeks to foster equitable and sustainable low carbon development in Oromia Region through on-the-ground "enabling investments" that address deforestation, reduce land-use based emissions, and enhance forest carbon stocks, and developing an "enabling environment" through statewide and local enhancements to institutions, incentives, information, and safeguards management to scale up investment. In addition, the grant will lay-ground to unlocking a Bio-Carbon Fund commitment to purchase up to 10 million emission reductions. The Emission Reduction Purchase Agreement (ERPA) is expected to become effective in 2019, for the next 10 years, based on verifiable results in slowing statewide deforestation and expanding new forests. The steering structure of OFLP has been designed and implementation arrangements involve a range of institutions at the national, state, and sub-state levels with discrete accountabilities and decision-making roles.

In order to facilitate the effective implementation of the program, monitoring and evaluation (M&E) system for OFLP is critically important. Instituting an M&E system can enhance effectiveness, learning and accountability among the OFLP implementers and donors. Thus, Oromia Environment, Forest and Climate Change Authority (OEFCCA) has commissioned for the development of M&E system of the Program which includes developing the M&E Operational manual, five years M&E plan, capacity building training manual, and provision of advisory services. This M & E operational manual has now developed to assist systematic and procedural arrangement to implement monitoring and evaluation system including the necessary template. The M & E system is expected to improve decision-making process through tracking the progress of the Program performance and to take a timely appropriate and proactive measure that enables to achieve set of program objectives. The major challenges and constraints in the implementation of the M&E system has been listed and possible remedial measures generated and presented with the recommendations.

Lastly, for effective OFLP implementation, the OEFCCA/ ORCU must give due priority and allocate resources to implement the M&E system. On top of that there should be continuous training and capacity building activities for various relevant staffs and stakeholders. The M&E operational manual is a ''living document'' and need to be updated depending on the needs and changing situations. The data quality assurance should not be compromised for encountered constraints and problems, and there should be also a regular sharing of information on the OFLP progress for relevant stakeholders as well as to the public.

1. INTRODUCTION

1.1 Background

The Ethiopia government has recently initiated a Climate Resilient Green Economy (CRGE) strategy along with the Growth and Transformation Plan (GTP-2). CRGE strategy aimed at reducing greenhouse gas emissions levels by 2030;whereas GTP-2 aims at protecting, restoring and promoting sustainable use of terrestrial ecosystems by managing forests, combating desertification, halting and reversing land degradation and reducing biodiversity loss. To make these strategies more effective, the Government of Ethiopia recognizes the need to reinvest on natural capital to foster sustainable growth and prosperity. In particular, the Ethiopian Government has recently putting immense efforts on sustainable forest management and development, particularly in Oromia where two-thirds of the country's forest is located and where the deforestation trend is increasing.

Oromia National Regional State has the largest forested landscapes that provide critical ecosystem services to the country and to the region. The forested landscapes of southeast serve as the water tower for Ethiopia's eastern dry lands of Oromia and the Somali region, as well as the country of Somalia. Whereas the forested landscapes in the southwest are the major tributaries sources for the Nile River. Both landscapes are part of the Eastern Afromontane Biodiversity Hotspot (Mittermeier *et al*. 2005), which is one of the 36 globally important regions for biodiversity conservation. These forests are also the only global forest ecosystem with occurrence of wild *Coffea arabica* populations (Meyer, 1965; Tesfaye 2006). The conservation and sustainable use of these forest resources are indispensable critical for reducing greenhouse gas emissions. However, deforestation and forest degradation are increasing at an alarming rate; and particularly intense in some zones in the west (West Wollega, Qeleme-Wallega, Ilubabor) and east (Bale, Guji).This has emitted million tons of CO_2 equivalents into the atmosphere over the past many years (CRGE, 2012).

As part of an effort to reverse the ongoing deforestation and forest degradation problems, Ethiopian Government has initiated the Oromia Forested Landscape Program (OFLP) recently. OFLP is a programmatic umbrella and coordination platform for multi-sector, multi-partner interventions on all forested landscapes in Oromia. The main objective of the program is to reduce net greenhouse gas emissions from the land use sectors and improve sustainable forest management across the boundaries of the Oromia National Regional State. The primary geographic areas of OFLP include all of Oromia's rural *woredas.*

The Government of Ethiopia has received a grant of US$18 million from the World Bank's Bio-Carbon Fund Initiative for Sustainable Forest Landscapes Program to implement the OFLP over five-years. The grant seeks to foster equitable and sustainable low carbon development in Oromia Region through on-the-ground "enabling investments" that address deforestation, reduce land-use based emissions, and enhance forest carbon stocks, and developing an "enabling environment" through statewide and local enhancements to institutions, incentives, information, and safeguards management to scale up investment. On top of that the grant will lay-ground to unlocking a Bio-Carbon Fund commitment to purchase up to 10 million emission reductions. The Emission Reduction Purchase Agreement (ERPA) is expected to become effective in 2019, for the next 10 years, based on verifiable results in slowing statewide deforestation and expanding new forests.

To facilitate effective OFLP implementation, a functional monitoring and evaluation (M&E) system was developed. Therefore, this report presents the M&E framework of the OFLP with the aim to provide a basis for reporting progress and support achievement of expected results for the program.

1.2 Purpose and benefits of M&E

The main purposes of the OFLP M&E system are to enhance effectiveness, learning and accountability among the implementers and donors. Effective implementation of the system will facilitate institutional learning and can help the government and other stakeholders to exercise accountability to the public about actions taken with regard to implementation of the OFLP.

The benefits of OFLP M&E system will be to:

- Monitor and assess progress towards achieving the set objectives of the program;
- Demonstrate results against money spent;
- Providing evidence that the program is producing desired benefits;
- Marketing success to secure political and public support;
- Enhance awareness and accountability among stakeholders and partners;
- Identify the weakness, strengths and gaps and propose actions as needed in the program implementation;
- Harmonize forms and reports formats among multiple partners;
- Build relationships among OFLP, its partners and other stakeholders;
- Help in strategic communication through provision of information and feedback both internally and externally;
- Provide robust information and justification for mobilizing and leveraging additional financing domestically and internationally, including additional ER payments and,
- Draw lessons from factors that have facilitated or inhibited the achievement of objectives.

Then again, the information on OFLP implementation generated through M&E will also be useful for the World Bank.

1.3 Principles of monitoring and evaluation

- M&E should refer back to existing results framework, baseline data or begin with a baseline study;
- M&E activities should be directly linked to the indicators in the results framework;
- Monitoring is an integral part of program implementation;
- Monitoring information should be used in decision-making;
- Evaluation should follow a specific methodology designed to gather information/data about program performance; and
- M&E should stick to the principles of participation and involve all program stakeholders including program implementers, beneficiaries, partners /donor, local officials, and others.

1.4 Objectives and scopes M&E

The overall objective of preparing an M&E system is to design a cost-effective and simple M&E for the OFLP, which assists in managing and tracking the progress towards achieving the Program Development Objective (PDO)/components objectives.

The specific objectives are to:

- Develop M&E manual for operationalizing the M&E system/framework for OFLP which includes detailed implementation arrangements and template;
- Design method and tools for data collection for each output indicator that helps to monitor, evaluate and generate regular information related to the progress of OFLP;
- Prepare a detailed five-year work plan that outlines the procedure for M&E implementation;
- Establish data collection and reporting formats for capturing quantitative and qualitative information;
- Develop a workable strategy for managing and storing M&E data system-wide;

- Establish protocols for capturing and managing spatially relevant information in the context of Geographic Information system (GIS) as part of the larger data management framework; and
- Prepare training manual and provide capacity building trainings and advisory support to OFLP staff on M&E system.

The scope of the work is to strengthen the M&E of Program activities, inputs and associated outputs (both intermediary and Final) under the three program components of the OFLP, namely; Enabling Investment, Enabling Environment and the Emission Reduction (ER) implemented by sectors and partners. The work also includes technical support to OEFCCA/ORCU team to help to operationalize the M&E System established at all level through providing trainings and continued technical back up.

1.5 Structure of the document

The document is organized under six sections. Chapter one highlight the background of the program and chapter two describes methodology and strategies. Chapter three describe the M&E operational manual that includes detailed implementation arrangements and templates; chapter four presents the linkage of M&E system and five-year M&E plan, and chapter five bring to light training manual & advisory support. The last chapter highlights the challenges, constraints and recommendations in relation to development and implementation of OFLP M&E system. The glossary for important M&E terms and Annex (result frameworks, performance indicators sheets, data quality assessment check list, field data collection sheet, reporting template, traffic light system and composite index) are attached.

2. METHODOLOGY AND STRATEGIES

2.1 Participatory M&E

In recent years participatory appraisal and planning approaches has been well recognized to engage in direct discourse with stakeholders involved in development projects. The involvement of stakeholders in the M&E of project activities, outputs and outcomes is commonly named as participatory monitoring and evaluation (PME). PME is a process of collaborative problem solving through the generation and use of knowledge that leads to corrective action by involving all levels of stakeholders in shared decision-making process (World Bank, 1998). It is a collaborative process that involves stakeholders at different levels working together to assess a program, and take any corrective action required. Monitoring is usually conducted as an ongoing activity throughout the life of a project, whereas evaluations are usually undertaken periodically (bi-annual, annually- internal evaluation) or at certain times, such as at project midterm or completion (by external evaluator). Thus, PME should built-in to program/project design as a regular component of the work, rather than one-time events. In the PME, project stakeholders are fully involved in designing the monitoring system and in collecting, analyzing, compiling and sharing the information.

The key features of PME are:

- Local people are active participants—not only just sources of information, e.g., BSM, safeguarding
- Stakeholders evaluate, outsiders facilitate.
- A focus on building stakeholder capacity for analysis and problem-solving.
- A process that builds commitment to implementing any recommended corrective actions.
- Contribute to sustainability of the program strategies by increasing the sense of ownership on the part of local development staff and community members for future action.

This PME approach enhances knowledge sharing and learning on one hand, and developing an implementable M&E system on the other. Hence, consultation of OFLP key stakeholders have facilitated

for capturing and incorporating their need for specific information, data to track and measure program outputs/results, as well as, to identify potential gaps of M&E system.

2.1 Method of data collection

In M&E system, data collection and management are central issue for the success of the program implementation. In order to track intended changes resulting from the program implementation; there is a need to measure the identified program indictors. Hence, for each indicator identified, there is a need to outline how to collect data/information. The data to be collected might either be quantitative (expressed in numerical terms as numbers to answer 'what', 'how many' and 'when' questions) and qualitative (expressed through descriptive style to address questions about 'why' and 'how', as well as perceptions, attitudes and beliefs). Generally, it is preferable to collect data from a range of internal and external sources. For OFLP, survey, focus group discussion, interviews, document review, and observation will be used to collect M&E data. Each of this data collection method is described as follows.

Document review

A review of documents such as weekly records, attendance of trainees, monthly reports, records of forest area planted /reforested/, forest area managed using PFM approach, safeguarding and BSM established, MRV system established, grievance reported records, etc. and other reports or documents should be carefully reviewed and checked, and information/data should be compiled and incorporated in the quarter or biannual reports.

Survey

It is an effective method to capture information on a small sample that represents the beneficiaries. This method can replace the method, in which the entire group of beneficiaries is monitored, allowing monitoring of the results and impact of the program on the beneficiaries. Some of OFLP indicators information can be collected using survey such as composite index, program beneficiaries, adoption of SLM, level of satisfaction, mid-term evaluation and end-term evaluation.

Key Informant Interview

A key informant interview is a conversation between data collector and people who can provide detailed information in order to understand how he/she experiences and perceive the program performance. These are a knowledgeable people draw systematically or purposively from the target population (i.e., OFLP beneficiaries) to generate the data. This is qualitative method. Some of OFLP indicators information that can be collected using key informant interview include reforms in forest policy, legislation or other regulations supported, land users adopted sustainable land management practices and forest area brought under management plans.

Focus Group Discussion

A focus group discussion (also known as focus group interview) aims to obtain qualitative information on attitude, perception, opinion and idea from a group of people who have in-depth understanding about the program. This method is used to collect detailed qualitative information from groups of 8-12 people (that can be replicated as many as possible to represents the beneficiaries) with common characteristics and allow a deep understanding about the behavior, attitudes, feelings, perceptions and perspectives of the beneficiary with regards to OFLP. Each group may consist of beneficiary representative from women, youth, elders, and religious leaders. Some of OFLP indicators that can be collected using focus group discussion include program beneficiaries, grievance, level satisfaction, benefit sharing mechanism and safeguards system.

Observation

In addition to program reporting, program staff from the OFLP and the *woreda* supporting office will be responsible for conducting periodic field visits to observe program activities. They will document their observations in concise fieldtrip reports that will also describe their plans for addressing any problems or

opportunities they have observed. These field trip reports will be attached to quarterly reports in the program reporting system so that decision-makers at various levels can consider them.

Forest inventory

Information related to area afforested, reduction of deforestation area, forest carbon stock, Mt CO2e removal, etc. could be collected using forest inventory. Other methods such remote sensing can also be used to generate forest related data.

2.2 Method of data analysis

Data is only useful if it is analyzed and put into useable form. A key purpose of monitoring is to support internal decision-making and planning, through periodically analyzing, assessing, and actually use the information collected. For qualitative information, identify categories, themes and data interpret the findings. Observe for unintended results and data that don't fit your expectation. Quantitative data collected using different tools must be checked (clean), organized, coded and feed into computer and analyzed using software such as SPSS, excel, or manually analyzed (depending on the nature of the data). For quantitative information, calculate simple total, averages, and percentages, and statistical tests (if appropriate); and check credibility, validity and reliability, and then the result must be interpreted in the way it reflect actual situations and its implications.

3. M&E OPREATIONAL PLAN AND IMPLEMENTATION ARRANGEMENT

3.1 M&E Framework

3.1.1 Institutional Arrangement and M & E Human Resources

An OFLP institutional arrangement aims at coordination of interventions by various actors, financed by multiple sources and partners to scale-up action. OFLP's programmatic approach requires cross-sectoral coordination with all related policies in other sectors to maximize synergies and mitigate trade-offs. Hence, the institutional structure for the OFLP includes a range of institutions at the national, state, and sub-state levels with discrete accountabilities and decision-making roles. At federal level, EFCCC will provide strategic and policy guidance to OEFCCA and partners supporting the forest sector and land use to ensure coordination through the OFLP platform consistent with the REDD Strategy, GTP-2, CRGE Strategy, OFLP Financing Agreement, and OFLP PIM. EFCCC will carry out a judiciary oversight role through its National REDD+ Secretariat, in particular on MRV. EFCCC will have the ownership of the OFLP given that the program will be implemented in a pilot region from where lessons can then be learned and transferred and scaled up to other regions. Within the regional state of Oromia, OFLP will be led by OEFCCA, with ORCU serving as OFLP implementing unit within OEFCCA. While ORCU reports administratively to the OEFCCA, it seeks strategic and tactical guidance from the Oromia National Regional State vice president, given the multi-sector nature of OFLP and land use challenges in the regional state. An advisor to the Oromia vice-president has therefore been assigned as the focal point to support the coordination of OFLP. EFCCC and its National REDD+ Secretariat (in particular on MRV) will support OFLP.

The regional state's multi-sector REDD+ Steering Committee and Technical Working Group will provide strategic guidance and technical inputs, respectively, for OFLP implementation. OEFCCA, OFWE and other relevant sector bureaus (such as the BoANR, BoWME and BoRLAU) will prepare, implement, report and coordinate activities on the ground through their *woreda* offices and kebele DAs and ensure synergies between existing sector initiatives that affect OFLP and sector objectives. At zonal level OEFCCA will provide administrative and technical support to respective offices at zone clusters (each cluster is composed of seven zones and will be served by one OFLP lead facilitator) and *woreda* level as deemed necessary and share information that will improve and ensure coordination with other entities (that is, bureaus, zone offices and NGOs) operating at regional, zone, and *woreda* levels. OFLP lead

facilitators together with the heads of ZoEFCCAs will work closely with zone sector offices (one lead facilitator will serve a zone cluster composed of seven zones) and ensure the required leadership support is being provided by the respective sector office heads to OFLP *woreda* coordinators and that resources for the implementation of OFLP are provided in a timely manner. They will also provide technical and operational support to OFLP *woreda* coordinators and OFLP safeguards coordinators.

At *woreda* level EFCCA Office together with other relevant *woreda* sector experts, including the DAs under them, will coordinate, oversee and implement a range of sector programs and operations. The OFLP *woreda* coordinators and the head of the OEFCCA *woreda* offices, together with the *woreda* administrators will reinforce *woreda* capacity to coordinate the implementation of land use related project and operations that affect or are affected by the forest sector; lead implementation of OEFCCA and other relevant sectors activities directly funded by OFLP financing and support safeguards management.

Along with the institutional arrangement for OFLP, an effective M&E system requires well-experienced and skilled human resources. Hence, the M&E system should properly use the available human resources within the program team, partner organizations, target communities and any other potential participants in the M&E system. The M&E system should be participatory; and all relevant stakeholders must actively participate in all processes and decision-making in a continuous way.

Given the nature of the OFLP that covers all rural *woredas*' in the Oromia Region, it may be tiresome for M&E specialist to carryout M&E activities and gather data and information. In view this fact, training staffs and personnel's and applying participatory M&E approach whereby different partner organizations' staffs, local community representatives, and program staffs working at different levels can take part in monitoring and collecting data on set of indicators is appeared to be sound. The key staffs who can actively engage in the implementation of M&E system of the program may include *Woreda* coordinators, zonal level Lead facilitators, MRV team, and ORCU level specialists and relevant experts in all implementing sector offices at different levels.Table1presents key M&E human resources and their responsibilities.

For instance, at *woreda* level, *Woreda* coordinator along with line *woreda* offices such as WoEFCC, OFWE branches, WoANR, WoRLAU and WoWME, with the participation of development agents (DAs) and representatives of Cooperative Association and community representatives can undertake monitoring activities, as well as, gathering relevant data on indicators at each target *kebele* and *woreda.* The coordinator is expected to manage and verify data reported from target *kebeles*, disaggregates and verify the data/ information on set of indicators and then submit to Cluster level Program Lead facilitators. The Lead facilitator verify accuracy and consistency, and organize M&E data and information received from *woreda*s' and report on the indicators to M&E specialist via ORCU Program Coordinator. Safeguard specialists also have a role in aggregating data/information reported from *woreda* and verify accuracy of safeguards related performance indicators. In addition, the safeguarding specialists should carry out periodic participatory monitoring, collect data and check data quality, and report to the ORCU coordinator via M&E specialist. The MRV team will take part in provision of technical supports to *Woreda* coordinators and lead facilitators on the process of data gathering and verification on MRV indicators.

At kebele level, development agent (DA), community and CBO representatives, can involve in information/data collection with the technical support from *woreda* expert trained in M&E.

Table 1: OFLP M&E human resources and their responsibilities

Stakeholders	**M&E Responsibilities**	**Responsible (indicator)**
EFCCC	• Promotes OFLP at the high-level of decision-making platforms such as at the council of ministers, the federal parliament and the inter-ministerial committee of the CRGE. • Provides political support in mobilizing additional resources from the CRGE fund, bilateral and multilateral donors, and the private sector to upscale on-ground investments in more *woreda*s of Oromia for increased forest development and forest protection initiatives. • Oversees OFLP implementation and ensures that OFLP gets adequate technical, fiduciary and administrative support from MEFCC's respective directorates and the national REDD+ secretariat. • Assists in coordination of federal and regional level cross-sectoral policy and programmatic actions relevant to forest management and forest development activities of the OFLP, such as: coordination among forest and land use; forest and energy use; and forest and livestock development. • Assists in promoting OFLP in international fora for more visibility and for mobilizing additional resources. • Involves and provides support for JMM and JISM	MRV
National REDD+ Secretariat	• Provides direct technical assistance and represents the national REDD+ secretariat and EFCCC in OFLP coordination meetings. • Participates in monitoring activities of OFLP, including active participation in OFLP implementation support missions. • Prepares and submits periodical implementation support reports and briefs on the OFLP to EFCCC's. • Works closely with ORCU environmental safeguards specialist to ensure OFLP safeguards instruments are effectively and efficiently implemented and monitored. • Supervises the ORCU MRV specialist on forest monitoring and information management system, including land use. • Follows up on and ensures the establishment/strengthening of functional OFLP social safeguards systems (GRM, BSM, consultation, participation, and civic engagement), and disclosures of relevant program information to program-affected people and stakeholders across Oromia regional state. • Checks that all data and results prepared by the ORCU MRV unit are in accordance with the standards defined in the MRV modalities and reviews technical quality including checking geographical data or biometric data from biomass surveys.	n.a.
Oromia vice president delegate	• Chairs the ORSC and ensures that all OFLP-implementing sector institutions are represented and their contributions/roles are well coordinated. • Provides political leadership for implementing OFLP and ensures that the respective sector bureaus and offices are actively engaged in OFLP in line with Oromia government structures (vertically and horizontally). • Involve in join M& E mission • Supervises sectors' accomplishments with regard to OFLP implementation. • Monitors overall progress and provides implementation guidance.	n.a.
OEFCCA	• Supervises OFLP focal points, monitors overall OFLP progress and provides strategic guidance.	A/R and PFM

	• Provides policy, leadership, administrative, and coordination support for OFLP implementation across different levels OEFCCA's institutional structure (regional, zone, and *woreda* levels). • Leads the planning and implementation of OFLP forest sector activities coordination through ORCU	
BoANR	• Participates in the REDD+ Steering Committee and REDD+ Technical Working Group. • Provides items for joint annual work program and budget approval (facilitated and coordinated by ORCU). • Reports to ORCU on M&E, FM, and program management, including participating in comprehensive landscape carbon accounting	Land use-related regulations, policy, and law
BoWME	• Implements specific activities financed by the OFLP grant (i.e., marketing of cooking stoves). • Participates in the REDD+ Steering Committee and REDD+ Technical Working Group. • Provides items for joint annual work program and budget approval (facilitated and coordinated by ORCU). • Coordinates all land use-related activities spatially at the *woreda* level with other bureaus and enterprises. • Reports to ORCU on M&E, FM, and program management.	Land use-related regulations, policy, and law
BoRLAU	• Implements specific activities financed by the OFLP grant (that is, *woreda* land-use planning at the sub-basin level). • Participates in the REDD+ Steering Committee and REDD+ Technical Working Group. • Provides items for joint annual work program and budget approval (facilitated and coordinated by ORCU). • Coordinates all land use-related activities spatially at the *woreda* level with other bureaus and enterprises. • Reports to the ORCU on M&E, FM, and program management.	Land use-related regulations, policy, and law
Zone Administration Office	• Highest government administrative body providing political leadership support to OFLP through coordinating zone-level sectoral development activities. • Ensures that OFLP achievements and challenges are discussed at the zone council meetings, thus providing timely administrative and technical support to program implementation on the ground. • Acts proactively in resolving conflicts, whenever they happen during OFLP implementation, in coordination with the relevant zone sector offices. • Ensures OFLP lead facilitator and safeguards coordinator get the required support from sector offices when such support is required. • Liaises with relevant regional institutions maintaining two-way information flow for facilitating smooth implementation of the program. • Oversees and ensures appropriate use of OFLP resources by implementing sector entities.	n.a
ZoEFCCA	• Leads and administers the three OFLP lead facilitators, 38 OFLP *woreda* coordinators, and six OFLP safeguards coordinators—all part of ORCU staff. • Together with the OFLP lead facilitators, facilitates the coordination of inter-sectoral activities. • Provides administrative and technical support to respective WoEFCCs.	n.a.
WoEFCC	• Facilitates coordination of OFLP-related activities horizontally at the *woreda* level and with other relevant bureaus/institutions. • Implements PFM and A/R activities (Subcomponent 1.3) in 49 deforestations hotspot *woreda*s outside of OFWE concessions. • Trains *woreda* level experts on the safeguard requirements of OFLP.	A/R and PFM

WoANR	• Coordinates its land use-related activities spatially at the *woreda* level with other bureaus and enterprises (led by the *Woreda* Land-use Planning Unit). • Provides human resource support (DAs) at kebele level.	A/R and PFM
Woreda Administration Office	• Closely supervises and coordinates planning and implementation of OFLP activities and REDD+-relevant activities in the *woreda*. • Ensures that OFLP achievements and challenges are discussed at the *woreda* council meetings, thus providing timely administrative and technical support to program implementation on the ground. • Acts proactively in resolving conflicts, whenever they happen during OFLP implementation, in coordination with the relevant sector offices. • Ensures OFLP *woreda* coordinator gets the required support from sector offices when such support is required. • Liaises with relevant zone and regional institutions maintaining two-way information flow for facilitating smooth implementation of the program. • Oversees and ensures appropriate use of OFLP resources by implementing sector entities.	n.a.
WoWME	• Coordinates its land use-related activities spatially at the *woreda* level with other bureaus and OFWE (led by the *woreda* land-use planning unit).	n.a.
WoRLAU	• Coordinates its land use-related activities spatially at the *woreda* level with other bureaus and enterprises (led by the *woreda* land-use planning unit).	n.a.
Kebele Administration Office	• Under the oversight of the relevant sector *woreda* offices, coordinates the work of the DAs in agriculture, water, household energy, and forests, in implementing and monitoring OFLP activities at the lowest administrative level.	A/R and PFM SLM
Community-level user association	• Coordinates forest-dependent community inputs and interest into the program planning and implementation process. • Assists in identifying livelihood activities. • Participates in the implementation of livelihood and reforestation activities. • Participates in OFLP site monitoring.	PFM
Program Coordinator (ORCU)	• Oversee the implementation of M&E system • Review the progress and result reports and propose adjustments • Report M&E products to donor and partners • Send progress reports and budget to all stakeholders in consultation with those concerned that include quarterly, semi-annual and annual	n.a.
Forest Resource Specialist (ORCU)	• Coordinates forest sector investment activities in close coordination with the OEFCCA's relevant zone and *woreda* level staff. • Supervises and provides technical support to sectors and projects by ensuring that technically sound and harmonized on-the-ground forest investment activities are being applied across sectors and projects. • Leads the preparation of technical manuals and guidelines for promoting forest investment activities (A/R, ANR, PFM, and so on); and provides training on their use. • Participates in policy development and economic analyses activities. • Assists on forest resource monitoring, MRV, M&E, and other related OFLP activities, as needed.	A/R and PFM

	• Collects relevant forest-sector-related data/information. • Prepares and submits regular monthly, quarterly, semi-annual and annual reports.	
Environmental Safeguards Specialist (ORCU)	• Involve in field data collection and verify accuracy of safeguards related performance indicators • Provide technical support or assistance for *woreda* coordinator and DAs and field officers • Prepare the monthly, quarterly, semi-annual and annual progress reports.	Environmental safeguard
Social Safeguards Specialist (ORCU)	• Involve in field data collection and verify accuracy of safeguards related performance indicators • Provide technical support or assistance for *woreda* coordinator and DAs and field officers • Prepare the monthly, quarterly, semi-annual and annual progress reports.	Environmental safeguard
Institutions and policy Specialist (ORCU)	• Advises on forest-related policy development activities outside the OFLP work program. • Leads development and strengthening of new institutions, as required by OFLP, including community institutions, cooperatives, user groups, and so on. • Liaises with higher regional and national policy and decision-making bodies as appropriate, thus seeking strong political and administrative support toward smooth implementation of OFLP.	Reforms in forest policy, legislation or other regulations
MRV Specialist (ORCU)	• Collect and document geo-referenced afforested area, • Estimate reduction of deforestation area, • Calculate forest carbon stock and change overtime, • Calculate GHGs emission removal, emission reduction etc. • Generate other forest related activity data using remote sensing. • Provide technical support to coordinators and facilitators • Verify MRV indicators • Provide information to manager on activities carried out, problems encountered, etc • Prepare the monthly, quarterly, semi-annual and annual progress reports	MRV
Communication Specialist (ORCU)	• Advises on related monitoring activities outside the OFLP work plan. • Leads communication research work to help develop the OFLP's communication strategy and needs. • Coordinates development of a communication strategy for OFLP. • Develops and coordinates implementation of capacity-building programs to equip ORCU technical staff, including OFLP lead facilitators, OFLP safeguards coordinators, and OFLP *woreda* coordinators on strategic communication methods and tools. • Leads the development of outreach programs for OFLP by involving local media outlets, journalists, and others means, as needed. • Leads the preparation and dissemination of OFLP newsletters.	n.a.
M&E Specialist (ORCU)	• Provide Technical Assistant to *woredas* and zones • Checking data, conduct data analysis and review reports • Submit work plan and budget on time • Review/update the M&E plan, develop the M&E forms • Coordinate mid-term and final evaluation • Coordinator and provide support for JMM	All indicators

	• Conduct sporadic field assessment in selected area • Prepare the progress reports (monthly, quarterly, 6 months, and annual)	
Private Sector Development Specialist (ORCU)	• Leads public-private partnership discussions to promote private sector investments in the forest sector. • Coordinates preparation of policy documents, strategies, and operational procedures for private sector engagement in the forest sector. • Prepares and submits regular reports private sector investment in forest sector • Supervises private sector development activities in the OFLP joint annual work plan and budget.	n.a.
OFLP Cluster Lead Facilitator (ORCU)	• Review and verify information/data • Provide technical assistant for *woreda* coordinators • Provide information to ORCU on activities carried out, problems encountered, etc. at *woreda* level • Prepare the monthly, quarterly, semi-annual and annual progress reports.	n.a.
OFLP Safeguards Coordinator (ORCU)	• Establishes/strengthens the OFLP safeguards system (such as the BSM, consultation, participation and civic engagement, disclosure of relevant program information to program-affected individuals, and concerned stakeholders). • Provides safeguards capacity building, including training and awareness • Provides technical support on safeguards implementation, monitoring, and documentation to ensure that environmental and social safeguards are implemented according to the OFLP environmental and social safeguards instruments. • Provides regular reports to the ORCU and safeguards specialists.	n.a.
OFLP *Woreda* Coordinator	• Provide technical assistance for sector offices and DA • Involve in field data collection and verification of quality • Prepare annual work plan and targets • Prepare the progress report and send it to facilitator • Provide support in participatory M&E and for the design of impact assessments • Prepare the progress reports in consultation with those concerned that include monthly, quarterly, semi-annual and annual reports	n.a.
OFWE District Expert	• Implements PFM, livelihoods and A/R activities financed by OFLP within OFWE concessions. • Ensure M&E data collection and work accomplishment records and reports to the OFLP • Provides items for joint annual work program and budget approval (facilitated and coordinated by ORCU). • Periodic reports to ORCU on OFLP implementation.	A/R & PFM
Development Agent	• Collect data and verify • Provide information/data to *woreda* coordinator on activities carried out, problems encountered, etc at *kebele* level • Provide technical support for M&E mission	A/R & PFM

The overall coordination and implementation of M&E system of the program rest on M&E Specialist. M&E Specialist must provide technical assistance to the lead facilitators and *Woreda* Coordinators and conduct sporadic field assessment in selected intervention sites to check the quality of outputs reported. M&E specialist should facilitate Joint Monitoring Mission (JMM) to monitor the achievement of indicators, quality of outputs, and verify qualitative and quantitative data reported on each indicator. M&E specialist has also responsibilities to facilitate Joint Implementation Support Mission (JISM), program mid-term and final evaluation.

The Program Coordinator (PC) has a responsibility to oversee the effective implementation of the M&E system of the program, timely production of information on achievement of indicators and dissemination of M&E products to relevant development partners and steering structures of OFLP.

3.1.2 M&E plan and Indicative Budget

The objective of M&E system establishment is to assist all program participants in assessing the performance and impacts of the development program, with a view to maximizing both. To materialize this objective, designing M&E plan is necessary to undertake planned and continuous review of program implementation of the work plan and resources utilized, and periodically evaluate results / outcomes achieved and impacts brought.

The program has committed budget required for M&E system operational manual development and capacity building trainings. Table 2 highlight the indicative budget for participatory monitoring, data collection, etc.

Table-2: OFLP Monitoring and Evaluation Plan and Indicative Budget

NO.	Monitoring and Evaluation Activities	Year-1				Year-2				year-3				Year-4				Year-5				Estimated budget (USD)*	Remarks
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4		
1	Operationalizing of M&E system – International M&E consultant																					70,000	
2	Capacity building trainings on M&E for staffs and others.																					40,000	
3	Consultant provide backstop on M&E system																					2,500	
4	Prepare quarterly program implementation report																					-	This activity can be done by program staffs
5	Prepare bi-annual program implementation Report																					-	This activity can be done by program staffs
6	Prepare annual program implementation report																					-	This activity can be done by program staffs
7	Conduct field based program implementation monitoring and data collection on : composite index, area reforested, trainings, forest managed by plan, adoption of SLM, beneficiaries satisfaction levels, , reforestation, BSM, grievance, safeguards, MRV, ER, achievements of indicators, etc																					34,080	10 days
8	Project progress review and annual plan preparation																					20,000	Workshop - 20 people
9	Conducting Joint monitoring Missions (JMM) (at least twice a year, before and after rainy seasons)																					14,600	
10	Monitoring and evaluation- composite index.																					24,920	
11	Program mid-term evaluation by independent consultant																					25,000	
12	Third Party Verification(ER)																					60,000	
13	Program final Evaluation																					45,000	
14	Terminal Report (at least one month before end of five years)																					-	This activity can be done by program staffs
	Total																					**336,100**	

*49 *woreda*; 50USD/day expert, DA; 2USD/day for community &CBO

3.1.3 Equipment's required for M&E activities

Table 3 presents the activities and required equipment for M & E data collection.

Table3.Activity and equipment required for indicators data collection.

Activity	Equipment's	Responsible for data collection
Collection of data on indicators- area reforested, reduction of deforestation forest carbon stock, etc.	Forestry equipment, satellite imagery, GIS software, papers, tablet	DA, Woreda coordinator, WoEFCCA, WoANR (NR expert), WoWME (NR expert), WoRLAU (NR expert), OFWE district office expert, Forest Resource Specialist, MRV specialists and assistant, M&E Specialist
Composite data collection, BSM, Grievance, data in indicators etc.	Smart phone, tablet, papers	DA, Woreda coordinator, WoEFCCA, WoANR (NR expert), WoWME (NR expert), WoRLAU (NR expert), OFWE district office expert, Forest Resource Specialist, MRV specialists and assistant, M&E Specialist
Data analysis	SPSS software, computer/laptop,	M&E Specialist, Forest Resource Specialist, Safeguard Specialists, MRV Specialist and Assistants
Data storage and management and retrieval	Hard disk –server (Storage), internet, UBS	*Woreda* Coordinator, Lead Facilitator, M&E Specialist, MRV Specialist, OEFCCA,
Reporting on indicators	Computer, internets, phones, hardcopy	ORCU/OEFCCA

3.1.4 Integrating M&E system into Program activities

M&E system is generally designed to assist program implementer; coordinator/ manager and decision makers to truck program performance and accordingly take the necessary measures that enhance the progress of program to achieve intended results and objectives. To this end, a program coordinator/ manager always needs to know what the program actually does. For this, regular monitoring and periodic evaluation, and critical reflection are fundamental for guiding program interventions. Thus, M&E system is as an enabling tool, it must be linked and coordinated along with the program activities, meant the time lines of M&E should be integrated within monthly and quarterly program activities timelines so that M&E becomes an integral part of the program activities.

Insight of this, the integration of M&E works into program activities assist in trucking whether the grant money is used for intended activities, resources (inputs) have been timely supplied, execution of program activities, outputs/results obtained, how the outputs deployed and the positive/negative impacts achieved.

Figure 1 below demonstrates how M&E system integrated into program activities using some program indicators as an example.

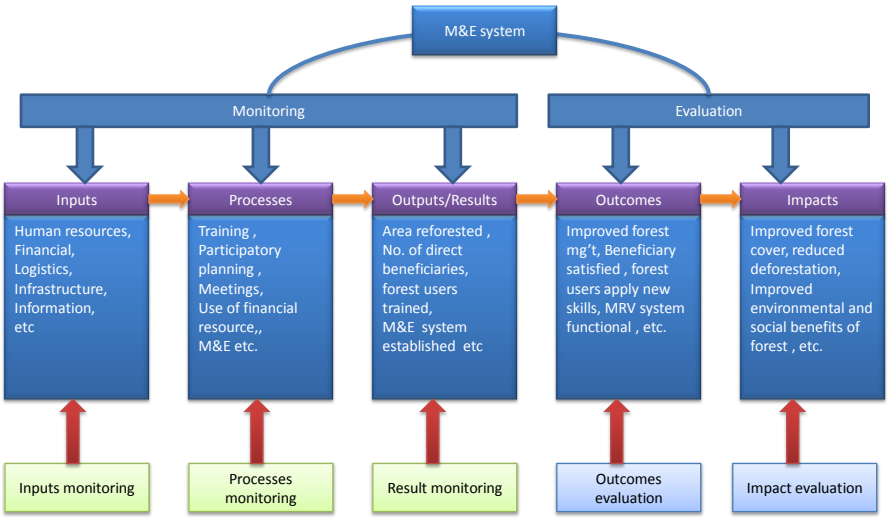

Figure 1.Schematic drawing that shows the integration of M&E system into program activities and result-chain.

Integrating M&E into program activities are widely promoted as a way to gain efficiencies, meet the need and aspiration of partners' and ultimately improve program outcomes through facilitating planning, implementation, monitoring and evaluation. Integration means that the same elements or parameters e.g., restored or afforested area is measured reported and monitored throughout the program life using the same methods/approaches.

3.2 Indicators

Indicators are parameters that help for assessing and measuring program performance and achievements of results in terms of quantity (how many/how much?), time (when?), target group participation (who?) and quality (how good?). Indicators can be quantitatively indicated, for instance (number of people trained, reforested area in ha, % of female participants), or qualitative measures, e.g., level satisfactions of direct beneficiaries- low, medium and high.

OFLP has already formulated Grant and ERPA Results Frameworks and their indicators for component objectives and for inter-mediate results that enables to measure the performance of the program (a) Grant Results Framework; (b)ERPA Results Frameworks)(see: the program result-framework presented in PIM or Annex 1). Additionally, Table 4 presents the refined indicators along with the frame that shows sources of data, how and how often the data is measured and responsible body for the measurement of the data.

Table4. Indicators for Monitoring & Evaluation of OFLP

INDICATORS[1]	Indicator definition/ description/	Baseline	Annual Target*	Required data	Data source	Technique	Equipment	Frequency	Data analysis	Responsible	Reporting	Assumed Risk
I. Grant Results Framework												
Program development objectives (PDO): To improve the enabling environment for sustainable forest management and investment in Oromia.												
1.Score on composite index for tracking changes in the enabling environment for reducing deforestation and forest degradation (Number)	1) Gathering information on: incentives policy, laws, regulations, markets from target community, government at *Woreda*, zonal, regional and federal levels. 2)Conduct data analysis, 3) Dissemination of information on institutional capacity to implement and coordinate the program	0.35	0.39	Composite index scores on incentives, information and institutional capacity	Experts interview at various levels (i.e., *woreda*, zone, region, federal)	Survey	Paper based questionnaire Or tablet	Bi-annual (February)	SPSS, excel	Consultant & ORCU-M&E specialist	VPO,WB, OEFCCA, EFCCC	Civic disturbances, Inadequate attendance of the participants
1a. Incentives (policy, laws, regulations, markets)	”	0.37	0.41	Composite index scores on: policy, laws, legislations & markets	Experts interview at various levels	Survey	Paper based questionnaire or tablet	Bi- annual (February)	SPSS, excel	Consultant &ORCU-M&E specialist	VPO,WB, OEFCCA, EFCCC	Civic disturbances, Inadequate attendance of the participants
1b. Information (generation and dissemination)	”	0.35	0.39	Composite index scores on information generation & dissemination	Experts interview at various levels	Survey	Paper based questionnaire or tablet	Bi-annual (February)	SPSS, excel	Consultant &ORCU-M&E specialist	VPO,WB, OEFCCA, EFCCC	Civic disturbances, Inadequate attendance of the participants
1c. Institutions	”	0.33	0.37	Composite index scores on institutional capacity	Experts interview at various levels	Survey	Paper based questionnaire or tablet	Bi-annual (February)	SPSS, excel	Consultant &ORCU-M&E specialist	VPO,WB, OEFCCA, EFCCC	Civic disturbances, Inadequate attendance of the participants
2 Area reforested (ha)	Measures the land area targeted by the program for reforestation and afforestation	0	1800	Area restored and afforested, established woodlot area, seedlings	Reports and records	Forest inventory	Hoes, meters, rope, poles, GIS and map to report on area planted,	Quarterly (At the end of each quarter)	SPSS, excel	DA, Woreda coordinator, WoEFCCA, WoANR (NR expert),	VPO,WB, OEFCCA, EFCCC	Pressure on forest, civil unrest/ disturbance, under performance of land use, land tenure,

	(including restored and afforested)			production, planted area, weeding area, pruning and thinning, forest fire protection constructed, etc.			pruning saw, caliber, slasher, axes, watering hose, phone, tablet internet etc.			WoWME (NR expert), WoRLAU (NR expert), OFWE district office expert		leakage, inadequate benefits from A/R,
3.Direct project beneficiaries (Number)	Assess the number of beneficiaries: *woreda* /kebele level experts and community members who are trained in PFM, A/R, land-use planning, safeguards, and extension	0	700	Number of *Woreda* and kebele experts trained on PFM, A/R, Land use planning	Reports and records/ training attendances	Beneficiaries Assessment survey	Tablet, smart phone, paper, base map, imageries, GPS; forestry equipment-meter caliper, hoes, for training communities in A/R, etc.	Monthly (end of the month)	SPSS, excel	DA, Woreda Coordinator, WoANR (NR expert), WoEFCCA, OFWE-District expert, WoRLAU(NR expert),WoWME (NR expert)	VPO,WB, OEFCCA, EFCCC	Inadequate benefits for immediate need, land tenure, pressure on forest from other sectors, lack of land use planning, enforcement, risk of not reducing emission, population shift, etc.
3a. Female beneficiaries	No. of female experts (*woreda* and kebele) and females who are community members and trained in PFM, A/R, and land use planning, safe guards, extension. Measure the Percentage of female beneficiaries	0	15	Percentage of female benefited from different trainings,	Reports and records	Document review, focus group discussion (FGD)	Tablet, smart phone, paper, base map, imageries, GPS; forestry equipment-meter caliper, hoes, for training communities in A/R, etc.	Monthly (end of the month)	SPSS, excel	”	VPO, WB, OEFCCA, EFCCC	Inadequate benefits for immediate need, land tenure, pressure on forest from other sectors, lack of land use planning, enforcement, risk of not reducing emission, population shift, etc.
Intermediate Results Indicators												
4.Forest area brought under management plans[1] (ha)	Assess and determine forest areas brought under land-use plans, PFM plans, community-micro / critical watershed	0	12000	Forest area brought under land-use plans, PFM plans, community-micro / critical watershed mg't plans, plantation plan,	Reports and records/documents	Records /document/ Key informant interview	GPS and map, tapes, caliper, diameter tapes, paper, Tablet	Quarterly (end of each quarter)	SPSS, excel	DA, Woreda Coordinator, WoANR (NR expert), WoEFCCA, OFWE, District expert, WoRLAU(NR expert),	VPO,WB, OEFCCA, EFCCC	Civic disturbances, pressure on forest, conflict between PFM members and non-member due to lack of awareness on PFM, environmental and social risk resulting

[1]For the purpose of the OFLP, the definition of the indicator includes hectares of forest brought under land use management plans, PFM plans, community-micro/critical watershed management plans, plantation plan, or other equivalent land-use or management planning regime as a result of the program. Program area: 9 million ha total forest area in 287 of Oromia's woredas.

	management plans, plantation plan, or other equivalent land use or management planning regime as a result of the program.			or other equivalent land use planning. Number of CBOs organized, Number of PFRA and forest area demarcated for PFM, forest area covered by plantation forest and managed as per the plan, number of watershed plan developed and approved, community byelaw formulated approved by community members.						WoWME (NR expert)		from , capacity limitation to forest plantation plan, etc.
5. Forest users trained (Number)	Assess: Number of *Woreda* experts trained in PFM, land-use planning, safeguards, and extension; - No. of community members trained in A/R planting, pitting, nursery weeding, pruning, selective thinning, management, etc. - No. of DAs trained in A/R, number of CBOs members trained on PFM Total number of people trainees,	0	7000	No. of *woreda* experts trained in PFM, land use planning, safeguards and extension; No. of community members trained in A/R No. of DAs trained in A/R, No. of CBOs members trained on PFM Total number of people trainees,	Reports and records	Records /document review/	Phone and tablet for internet reporting; Materials required for nursery– hoe, water cans, forest, soil, plastic pots for demonstration; forest equipment- pruning saw, meter, etc.	Monthly (end of the month)	SPSS, excel	DA, Woreda Coordinator, WoEFCCA, WoANR (NR expert), OFWE-District expert, WoRLAU (NR expert), WoWME (NR expert)	VPO,WB, OEFCCA, EFCCC	Weak capacity to implement, delay in fund flow for capacity building, weak cross-sectoral coordination to implement, etc.

5a. Female forest users trained	Number of community members and trained in A/R (planting, pitting, nursery management, etc.) and Number of female CBOs members trained on PFM	0	1050	Female trained in A/R (planting, pitting, nursery management); female trained in PFM practices: forest inventory and forest management plan preparation, fire management, and CBO strengthening.	Reports and records, training attendance,	Records /document review/	Materials required for nursery– hoe, water cans, forest, soil, plastic pots for demonstration; forest equipment- pruning saw, meter, etc.	Monthly (end of the month)	SPSS, excel	DA, Woreda Coordinator, WoEFCCA, WoANR (NR expert), OFWE-District expert, WoRLAU(NR expert), WoWME (NR expert)	VPO,WB, OEFCCA, EFCCC	Civic unrest/ disturbance, Conflict between PFM and non-PFM group, weak implementation capacity due to technical and material supports,
6. Land users adopted sustainable land management practices as a result of the program (Number)	Number of community members adopting A/R practices and the number of CBOs members adopting PFM practices	0	2000	Number of community members adopted afforestation, reforestation, CBO member adopted PFM and shared benefit from forest based income; Number of farmers adopting SLM technologies,	Reports and records/	Survey	GPS and map, phone, phone, Forest equipment for inventory and planting	Quarterly (end of the quarter)	SPSS, excel	ORCU-forest specialist, BoANR (NR expert), OFWE, BoRLAU (NR expert), BoWME (NR expert)	VPO,WB, OEFCCA, EFCCC	Pressure on forest , conflict between PFM group and non-PFM, Land tenure, Security/ civic disturbance, etc.
6a. Female land users adopted SLM practices	Number female who are community members and adopting A/R practices and females who are the number of CBOs members and adopting PFM practices	0	15	Females adopting A/R (planting tree seedlings, etc.); females who are CBO member and share benefits from PFM, forest based income generation, etc.	Reports and records	Survey	GPS and map, phone, phone, Forest equipment for inventory and planting	Quarterly (end of the quarter)	SPSS, excel	""	VPO,WB, OEFCCA, EFCCC	Conflict between PFM group and non-PFM, Land tenure, Security/ civic disturbance, etc.

7. Beneficiaries that feel project investments reflected their needs (percentage)	Assess and determine the extent to which the program addresses the need and preferences of communities in a consistent manner (using a satisfaction-levels/ scale ranging from 1-5).	0	0	Community reflection on levels of satisfaction (1-5 scale); The percentage of men and women reporting scores of 4 or 5 in response to this question.	Beneficiaries consultation	Survey, FGD	Phone, tablet, paper based questionnaires	Midterm and grant close	SPSS, excel	Consultant and ORCU-M&E-specialist	VPO,WB, OEFCCA, EFCCC	Inadequate benefit sharing; risk of reputation, risk of implementation
7a. Beneficiaries that feel program investments reflected their needs -female (number)	Assess and determine the extent the program address the need and the preference of female in a consistent manner (using a satisfaction-levels/ scale ranging from 1-5	0	0	The number of women reporting scores of 4 – 5 scale; medium satisfaction (2-3) dis satisfaction (1scle)	Beneficiaries consultation	Survey, FGD	Phone, tablet, paper based questionnaires	Midterm and grant close	SPSS, excel	Consultant and ORCU-M&E-specialist	VPO,WB, OEFCCA, EFCCC	Inadequate benefit sharing; risk of reputation, risk of implementation
7b.Total beneficiaries-female (number)	Assess the total female beneficiaries and the extent the program reflected the preference and needs (using a satisfaction-levels / scale ranging from 1-5	0	1050	Total number of female beneficiaries; How the program useful and benefit them	Beneficiaries consultation	Survey	Phone, tablet, paper based questionnaires	""	SPSS, excel	Consultant and ORCU-M&E-specialist	""	Inadequate benefit sharing; risk of reputation, risk of implementation
7c.Total beneficiaries –male (number)	Assess and determine the total male beneficiaries and extent the program reflected the preference and needs of male in a consistent manner (using a satisfaction-levels/ scale ranging from 1-5	0	5950	The total number of male reporting scores of 4 – 5 scale; medium satisfaction (2-3) dis satisfaction(1scle)	Beneficiaries consultation	Survey	Phone, tablet, paper based questionnaires	""	SPSS excel	Consultant and ORCU-M&E-specialist	""	Inadequate benefit sharing; risk of reputation, risk of implementation
7d. Beneficiaries that feel project investments reflected their needs -male	The number of males responding that and extent the program reflected the preference and	0	0	Male beneficiaries, The positive impacts of the program on	Beneficiaries consultation	Survey	Phone, tablet, paper based questionnaires	Midterm and grant close	SPSS, excel	Consultant and ORCU-M&E-specialist	VPO,WB, OEFCCA, EFCCC	Inadequate benefit sharing; risk of reputation, risk of implementation ,

(number)	needs of male			male, etc								
8. Reforms in forest policy, legislation or other regulations supported	Assess and determine the extent to which the program supports forest sector reforms, such as providing TA with a focus on policy fora, PFM policy harmonization, community bylaws/ forest community tenure rights, forest governance support, policy briefs, etc	No	Yes	The program support to policies or legal and institutional reforms , PFM policy harmonization, community bylaws/ forest community tenure rights, etc	Reports/ documents	Reports document review, key informant interview(KII)	tablet and internet access policy and legal related issues, Visit to official websites for newly enacted laws /regulation,	Annual (January)	Comput er	Woreda coordinator, WoANR (NR expert), OFWE district office expert, ORCU-Institutions and policy specialist, WoEFCCA	VPO,WB, OEFCCA, EFCCC	Civic disturbance, or lack of land tenure; weak policy enforcement,
9.Grievances registered related to delivery of program benefits addressed (Percentage)	Assess and identify whether the programme has established grievance or redress mechanisms, conduct monitoring systems to generate information on: (a) the number of complaints made, and (b) the number of these complaints that are resolved.	0	50	Grievance system established, information whether grievance register book opened in all sites, the number of complaints received, and the number of complaints that are resolved.	Reports and records, grievance register book	Document review, FGD	Tablet, phone, persons/staffs; grievance register book;	Annual (January)	SPSS, excel	Woreda coordinator, WoANR (NR expert), OFWE district office expert, ORCU-safeguards specialists, WoEFCCA	VPO,WB, OEFCCA, EFCCC	Lack of timely response to complaints, plaintiffs; inadequate and unfair benefit sharing; Civil disturbance; weak capacity of experts in government organization, etc.
10. MRV system established and maintained at national and Oromia levels (Yes/No)	1) Document annually on forest cover and forest carbon stock change. 2) Assure whether the MRV system established in Oromia Region, and ensured the quality of field data collection, aggregation, and reporting procedures from the local to the	No	Yes	Annual forest cover and forest carbon stock change; (GHG emission estimation, baseline emission) and MRV system consistence includes both the EFCCC and Oromia government accountabilities verification by	Reports and records, field observations	Document review	Table, phone, for inventory equipment, GPS, note book, overall, etc. for field measurement,	Annual (January)	SPSS, excel, Models,	ORCU-MRV specialist, EFCCC, OEFFCA, Woreda Coordinator, WoANR (NR expert), OFWE District expert	VPO,WB, OEFCCA	Weak capacity and expertise within government office, technical complexity, weak calibration and application of instrument,

	national level, and the method used in the baseline survey for estimating GHG emissions followed internationally standard. Assess proper documentation, application of appropriate method of calculation, accuracy, uncertainty, as well as the trainings provided; the consistency in the reported results; sustainability of the system with; methods used in baseline survey for estimating GHG emissions against the internationally standardized,			third party by checking original field data coordination units on boundaries, A/R, so on; availability of MRV tools and equipment and how they are calibrated Document method of calculation of forest cover and forest carbon stock; training provided to staffs, and documenting original field measured A/R area and GPS coordinate; understanding of expert , community on the procedure, forest cover and forest carbon stock change, etc.								
11.Benefit Sharing Mechanism (BSM) established and maintained (Yes/No)	1)Assess the existence of a transparent and fair BSM which is endorsed by the main stakeholders (government at all levels; wider communities, 2) Check whether the mechanism is effectiveness and	No	Yes	BSM established and maintained; the mechanism for grievance redressing in relation to BSM; Regular monitor and documenting for effective use of the benefits by	Reports and records/, document	Document review, FGD, household survey	Phone, tablet, paper based questionnaire	Annual (January)	SPSS, excel	ORCU-safeguard specialist, WoEFFCA, Woreda Coordinator, WoANR (NR expert), OFWE District expert	VPO,WB, OEFCCA	Inadequate benefit sharing and delay in release, lack of awareness on PFM and conflict with non-PFM members, pressure on forest, risk of no reducing deforestation, etc.

	transparency at all levels on distribution of benefits among the stakeholders with regard to both time and space. 3) The BSM will also be aligned with the grievance redressing mechanism and monitoring the effective use of the benefits by each beneficiary. 4) Assess, identify and document the percentage of payments received by the FDRE that are disbursed to beneficiaries as intended according to the rules set out in the BSM.			each beneficiary; percentage of payments received by the FDRE that are disbursed to beneficiaries as per the BSM Checking the effectiveness and transparency of mechanism at all levels on distribution of benefits among the stakeholders.								
12. Safeguards system established and maintained (Yes/No)	1) Assess and check whether the safeguards system established and become operational; whether safeguards officers recruited and capacitated, Provision of safeguard trainings to woreda experts, and awareness creation organized on safeguards to communities in target kebeles'in Oromia	No	Yes	Whether Safeguards system establishment and becomes operation; the number of safeguards officer employed and capacitated by the program; the number sectoral office experts trained on safeguards, the number of communities/ individual trained on safeguards per kebeles, in Oromia	Reports and records	Document review/ expert survey, FGD	Phone, tablet, paper based questionnaire	Annual (January)	SPSS, excel	ORCU-safeguard specialist, WoEFFCA, Woreda Coordinator, WoANR (NR expert), OFWE District	VPO,WB, OEFCCA	Social and environmental risk of improperly implementing safeguards management plan; weak informant of safeguard management, weak capacity of experts, in government organization, weak land tenure, etc.

				disaggregated by gender; mentoring conducted on safeguards								
II. ERPA Results Framework[2, 3]												
PDO Statement[4]: To reduce net GHG emissions from forest cover change in Oromia												
1. Emission Reductions in the OFLP accounting (M t CO_2e)	Assess score on composite index for tracking changes in the enabling environment for reducing deforestation and forest degradation. Measures emission reductions values in an aggregate from various carbon sinks (A/R) and emission sources from forest cover changes (deforestation).	0	0	Carbon sinks by afforestation and reforestation (A/R), forest cover changes, planted area, by species tree diameter, height, and species, reduction in area deforested	National MRV system	Forest carbon stock assessment or forest inventory	Tablet, phone , forest inventory equipment	**Emission factor:** calculated every five year**s; Activity data:** calculated every two years.	SPSS, excel	MRV team/EFCCC	VPO,WB, OEFCCA	Risk of not reducing deforestation, ,pressure on forest by different sectors ,technical complicity of calculation carbon stock,
2. Gross deforestation reduction in the OFLP accounting area (ha)	Assess carbon removals from the A/R activities based on the targeted areas and the remaining ERs assumed to come from a reduction in gross deforestation, and calculate the ERs using average weighted EF	0	0	Increased A/R activities, areas the different forest types, due to various incentive mechanisms to ensure sustainable forest management	National MRV system	Forest carbon inventory	Tablet, phone , forest inventory equipment	Consultant or M&E specialist	SPSS, excel	MRV team/ EFCCC	VPO,WB, OEFCCA	Risk of not reducing deforestation, pressure on forest by different sectors Weak land tenure , weak land use underperformance, etc

* Since the annual target vary from year to year, only the first year target indicated in the above table.

[2]This results framework is designed to cover the up to 10-year implementation period of the OFLP ERPA and will be negotiated and processed later.

[3]All indicator target values are cumulative, unless otherwise noted in the definition of the indicator.

[4]The overarching program development objective is to reduce net GHG emissions and improve sustainable forest management in Oromia. This overarching PDO combines the grant and ERPA development objectives.

3.2.1 Performance Indicator reference sheets and Data quality assessment

An indicator reference sheet is a tool that is used to define performance indicators (USAID, 2016). It is a working M&E document that clearly and explicitly defines a single indicator as to what to measure; how to collect the necessary raw data; and process the raw data to derive the indicator's value. According to USAID (2016) it is required for all performance indicators and must be complete within three months of the start of indicator data collection. When possible, it should be complete prior to data collection to ensure the indicator and its data collection methodology is clearly defined. This is critical to promote data quality. The template and filled out indicator sheets attached in annex 2.

As part of M&E activities, routine ***data quality assessment*** is an important undertaking. It is a tool intended to assess and measure the quality of data recording and reporting systems on a regular basis; and to monitor and improve data recording and reporting system. Data quality assessment (DQA) is the process of systematically and statistically evaluating data in order to determine whether they meet the quality required for program and are of the right type and quantity to be able to actually support their anticipated use (WHO, 2011). It provides self-assessment by program; measures the quality of the data collection system; and offers flexible use for monitoring and supervision.

In order to ensure data quality, regularly assessing six elements of data quality (validity, reliability, precision, integrity, timeliness and completeness) along with applicable mechanisms are briefly presented below and data quality assessment checklist is presented in Annex 3.

Data Validity- assessment of data to identify whether data collected and measured are a true reflection of the performance being measured and having a clear and direct relationship to the indicator result framework of the Program. Data must be true representations of a given indicator. Mechanisms to control the validity of the data include: *Checking whether data collected is in line with specific indicator, inspecting specific indicator definitions, verifying processes, transcription error, sampling error, checking for proper disaggregation of data where required, and sample size and selection.*

Reliability of data- refers to the consistency of the measurement and data collection tools, maintenance, analysis, and reporting process using consistent procedures. Means of controlling the reliability of the data include: *Consistent use of standardized data collection and analysis methods, and applying the same reporting template; data verification process at all levels; recording corrections and adjustments; training staffs; regular verification of consistency and compliance with methods /procedures; and Checking procedures/methods/ used are not changed by one who is using them and when or how often they are used.*

Data Precision - refers measure of bias or error or data is insufficient detail. Mechanisms to control data precision include: *training staffs; listing/recording/ target beneficiaries for each multiple services (e.g., trainings, other benefits) provided to the same individual; disaggregation variables on standard data collection template tools/methods; and on site verification of collected data.*

Data Integrity- it is a measure of truthfulness of the data. Mechanisms to control data integrity include: *The procedures must in place to minimize data transcription errors; independent data collection tools(random sampling where applicable) and assessment procedures; prevent unauthorized changes to the data through controlled access to data and secure storage; on site and verification at different levels; and spot checks and cross checks.*

Timeliness- refers to availability of data, and whether data reported as soon as possible after being collected. Mechanisms to control timeliness: *Set schedule of due dates for each level of data flow and aware the staffs; dissemination plan that takes into account information needs of program management; data trace and verification that measures timeliness; adequate number and qualification of staffs should be assigned to timely handle data collection, process and reporting; allocate enough time to M&E responsibilities; adequate financial and logistical resources to ensure timely performance, for instance, resources for (travel, training, procurement of equipment/ instruments and tools); data trace and verification with sources document; and checking whether the program's information is updated.*

Completeness - information from which the results are derived is appropriately inclusive: it represents the *complete list of eligible persons/beneficiaries or units and not just a fraction of the list*.

Confidentiality- some clients information are assured that their data will be maintained. This means that personal data are not disclosed inappropriately. Mechanisms: *data in hard copy and electronic form are treated with appropriate levels of security (e.g. kept in locked cabinets; and files are protected by password.'*

3.2.2 Data flow and data management

Collecting data alone is not enough, to have confidence in its quality, consistency, and accessibility over time; and developing clear procedures for its flow and management are critical important. To ensure its accessibility for future users, it must also be stored/ managed and described in suitable ways.

OLFP has attainable fixed program indicators to evaluate its achievement. Accordingly, appropriate indicator data, need to be collected and verified and the must be data flow procedures. OFLP related indicators are categorized into two instruments (grant and ERPA result framework). Grant framework indicators include composite index, beneficiaries assessment, area afforested, forest area brought under management plans, forest users trained, land users adopted SLM practices, safeguard, BSM, policy reforms, grievance registered and addressed; whereas ERPA framework indicators include Emission Reductions in the OFLP accounting area, Gross deforestation reduction in the OFLP accounting area, Established MRV system and maintained at national and Oromia levels, Established BSM maintained and Established safeguards system maintained. Figure2 presents data flow charts for each indicator as to how the collected data will flow from the place where it is collected up to the management and then, organized and reported to other stakeholders, including the donor and key partners. Annex 4 presents OFLP field Data Collection sheet.

The final step of the data flow is the actual use of the data. Remember that a lot of resources go into moving the data from the source, through collection, collation, analysis, and reporting. If the data are not actually used to manage programs or inform decision makers, then these resources are wasted. The data collected in an M&E system should be used to make timely and appropriate decisions.

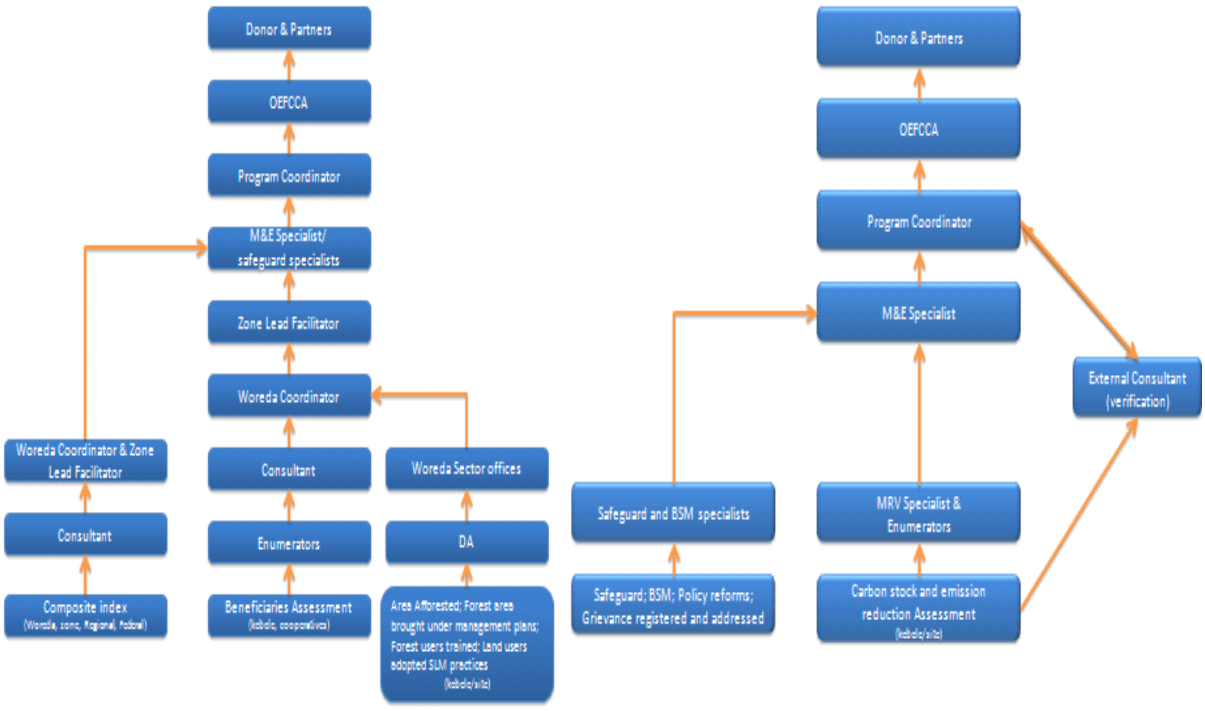

Figure 2. Data flow map for OFLP indicator

There can be no M&E without a good data **management system**. A comprehensive data management system is the one aspect of an M&E plan that often gets overlooked, and as a result, many good M&E plans will quickly come undone. Your M&E system is as good as your data management system.

Data management- is the process of gathering information/data that are generated from various activities implemented by an organization and are relevant to an organization's M&E framework. This involves obtaining data from original sources and using tools (methods) to collect, analyze, report the information/data and **store** it. The **source** of the data is where you first find the data that may include primary and secondary data. Once the source of the data is fixed, data need to be collected. **Data collection** refers to the way in which you get the data from the source and put it into a format for the later stages in the data flow. Different data collection tools are used depending on the specific data and the environment such as questionnaires, interviews, observations and existing records are always, in which data is collected and made available for the next step (See: Table 4).

Collation refers to taking all the data that have been collected and combining it to create summary information for use in data analysis. For example, if there are multiple training events taking place across the program areas, the collation step would take the numbers from all the training registration forms and add them up to determine the total number of participants for all the trainings combined. Once the data have been collated, the data are available for analysis. **Analysis** involves review and manipulation of the data. Depending on the type of data and the purpose, analysis will be undertaken using statistical software or simple techniques like excel. Analysis enables data users to understand or interpret the results so as to present the data in a way it gives invaluable information to decision maker or program coordinator.Data analysis contributes to transforming the data into information that can be used by program managers and policy makers. Excel, SPSS and other techniques may be used to analysis the data (See: Table4).

Reporting- an additional use for M&E data is to **report** to various stakeholders, such as the beneficiaries of the program, the funders/donors, the national government, and others. This allows stakeholders to monitor and provide inputs to the ongoing management of the program. It is the process that provides program implementers and stakeholders an opportunity to inform themselves of progress, problems, difficulties encountered, successes, and lessons learned during implementation. **Use** of the information can help the users to decide timely and appropriate decisions. Yet, different users may require different types of information for various purposes.

Data storage refers to where the source documents and reports are kept; how and how often data backed up and who has access to data and documents. Data storage is archiving data in electromagnetic or other forms for use by data owners whenever required. Different types of data storage play different roles in a computing environment. Data need to be verified also in the process of data management. Data verification refers to checking or verifying the data sources, and verifying data for common errors such as transcription errors, calculation errors, under-reporting, over reporting, inconsistency, range Inconsistency, copying errors, use of estimates, wrong reporting period, and incomplete reports. For OFLP, data/information will be stored in *server* to be established in OEFCCA. OEFCCA has already started looking for recruiting ITC specialist who is going to manage the server and the OFLP data. As to for how long will it documents, ranging from source data to reports, be retained by the program should be agreed upon by donor and implementers. The program may establish its own procedures or policy in compliance with donor and government rules (*e.g., at least 3 years after completion of grant activities)*. As to the decision of who should access the data/information must be based on the procedures or policy in compliance with donor and government rules.

3.3. Reporting and Dissemination

3.3.1 Information production

The purpose of establishing program M&E system is actually to collect and transform data into useful information for decision makers. Production of information that is relevant, timely, complete, consistent, reliable cost effective and user-friendly manner is very important. Thus, producing OFLP M&E information is essential not only for steering the program but also to take appropriate measures on time to enhance the program performance. Periodically measuring each indicator will helps to track the progress of the OFLP towards achieving PDO/components objectives and intermediate results. Hence, key information need to be produced by the program should be:

- Information on each grant (component I and II) and ERPA objective indicators, as well as, intermediate RF indicators,
- Information on the regional MRV system, and
- The level of achievement of each indicator of the RF of the Program and if any derivation, reasons for deviation.

Production of information on program performance and achievement is also necessary to track the status program implementation. In this respect, useful information include among others:

- Information on the inputs, activities and outputs or progress of program implementation (planned activities vs achievements, and expenditures as compared to allocated budgets);
- Information on problems encountered during the reporting period and any remedial actions taken to resolve the problems;
- Report on quantitative and qualitative progress made in achieving the overall objectives and results;

- Lessons learnt and best practices which can be used for knowledge management and up-scaling;
- Feasible recommendations on the basis of concert data and information to improve the program management; and
- Information on strategic direction to be followed for the next planning period.

3.3.2 Information dissemination

Information dissemination normally refers to how the generated and consolidated information in the form of report is distributed to users. Normally, monthly, quarterly, biannual and annually produced information, as well as, evaluation report should be disseminated timely and reach relevant organizations. The produced OFLP information should be disseminated through ORCU program coordinator who is directly accountable and report to the head of OEFCCA and others. The program coordinator will also disseminate the information to other key development partners such as World Bank, Steering committee (SC), Vice President of Oromia and others. The produced information should flow in OFLP reporting system reaching all relevant stakeholders (Figure 3).Annex 5 portrays OFLP indicators reporting template.

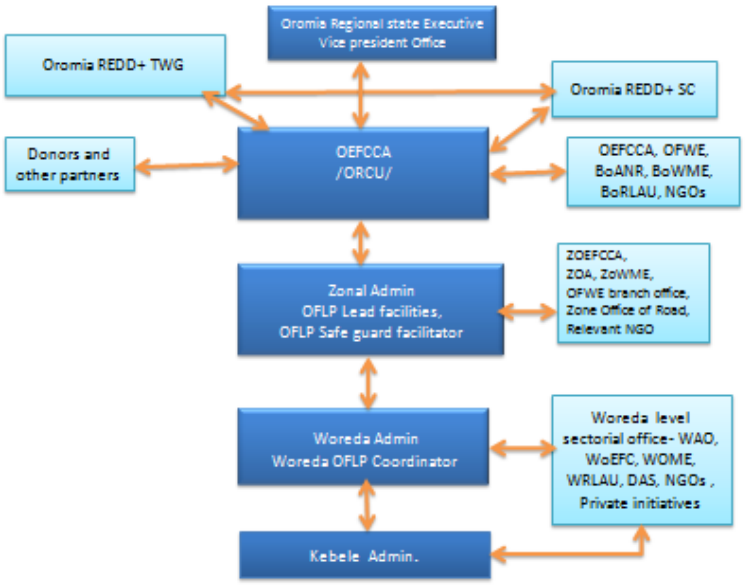

Figure 3. Shows information flows in OFLP reporting

There are varieties of ways through which OFLP information will be shared or disseminated to different users. Some of the mechanisms through which OFLP information will be disseminated to users may include:

- Print materials (flyers, brochures, fact sheets etc) - distributed through mail or in person.
- Internet communication- e.g., e-mail attachments, web sites,
- Telephone communication-includes voice calls, text-messaging, as well as other functions enabled on a mobile phone.
- Power point presentations- such as on program team meetings and public meetings.
- Seminars, summaries and syntheses reports.
- Face-to-face community consultation/discussion along with event organization.

- Use of communication Medias like radio, television, social media (e.g. face book, twitter).

3.3.4 Use of data and information

OFLP M&E report can be utilized for various purposes. Some of the major uses of M&E data and information are:

- To track the progress of program performance toward achieving the grant and ERPA objectives and results as stipulated in the program document,
- Evaluate the status of program implementation- effectiveness, efficiency and short term impacts and take appropriate measures accordingly,
- Timely identify problems that may hinder program implementation and to take appropriate actions,
- To make further awareness about the program, its benefits to the communities, transparency in BSM, and safeguarding the overall environment,
- To obtain feedbacks e.g., the development of adequate systems for M&E, adequate information being disseminated, program monitoring, etc.
- To focus on core issues and strategically lead and manage program implementation.
- Promote organizational learning and knowledge-sharing.
- Marketing project/program success for scale-up and resource mobilization.
- Promote accountability and compliance by reporting on how and what work has been completed, and whether it was according to any specific donor or legal requirements,

4. CHALLENGESANDCONSTRAINTS, CONCLUSIONSAND RECOMMENDATIONS

4.1 Challenges and Constraints

Some of the challenges /constraints of M&E system implementation are:

- Frequent failure and interruption of network will create barrier for timely reporting;
- Covering all intervention *woreda*s and kebeles will be a challenging task as they are many;
- Local insecurity may create impediment for timely monitoring and intervention of the program; and
- Since REDD+ intervention sites cover entire Oromia Region, effective implementations of M&E system may be challenging task, especially until all interventions areas becomes familiar and adopt the system.

4.2 Conclusions

- OFLP is first model program REDD+ implementation in its kind in terms of involving many actors, region wide coverage, and employ complex implementation and program management approaches. Hence, designing robust M&E system is sound decision as it supports the program management.
- The PIM document indicated that different stakeholders including local communities will take part in the Program implementation and monitoring activities. This approach will be a corner stone to enhance participatory M&E system and for successful implementation of the program.
- The program has already outlined some assumptions/risks which include capacity, security, etc. which are also expected to be the challenges for M&E system application. Hence, there is a need to scrutinize the situation on regular base to put-in-place necessary action if deemed necessary.

4.3 Recommendations

The following recommendations are made for effective implementation of the M&E framework:

- The program should undertake continuous capacity building activity for institutions including the ORCU/OEFCCA and other relevant stakeholders. In particular, training on M&E including data collection, analysis and reporting should be provided to enhance the successful implementation of the program; especially on the job training and involving community members and experts on data collection.
- The implementers must recognize the importance of M&E framework as an integral part of OFLP planning and implementation process and must be mainstreamed into the existing management operations of the ORCU/OEFCCA.
- The M&E framework is a ‘‘living document’’ and need to be updated depending on the needs and changing situations.
- There should be also a regular sharing of information to the relevant stakeholders as well as to the public on the progress of the OFLP; along this there must be a continuous awareness creation on the importance of the M&E at all level.
- Active participation of stakeholders and communities in the implementation of this framework should be encouraged.
- Data quality assurance should not be compromised for encountered constraints and problems,
- MRV system must be established and monitored as soon as possible.
- Technical support and backup must be given to staffs and sectoral partners working at *woreda* and site levels until they are fully adopt M&E system.

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Glossary

Definition of terms used in M& E system

Some of the key terms used in the M&E system are defined as follows:

Activity is an actions taken or work performed through which inputs, such as funds, technical assistance, and other type of resources, are mobilized to produce specific outputs.

Appraisal is an overall assessment of the relevance, feasibility and potential sustainability of a development intervention prior to a decision of funding.

Baseline is information (data) collected at the initial stages of a project to describe the situation prior to a development intervention, against which progress can be assessed or comparisons made.

Beneficiaries are individuals, groups, or organizations, whether targeted or not, that benefit, directly or indirectly, from the development intervention.

Data quality assessment is the process of systematically and statistically evaluating data in order to determine whether they meet the quality required for program and are of the right type and quantity to be able to actually support their anticipated use.

Data management refers to the processes and systems for how a program will systematically and reliably collect store, manage and access M&E data.

Evaluation is the systematic and objective assessment of an on-going or completed program, its design, implementation and results to determine the relevance and fulfillment of objectives, as well as efficiency, effectiveness, impact and sustainability based on agreed criteria and benchmarks among stakeholders.

Impacts are long-term effects produced by an intervention. These effects can be economic, socio-cultural, institutional, environmental, technological or of other types. Example: deforestation and illegal use of forest resources reduced.

Indicators are quantitative or qualitative variable that provides a simple and reliable means to measure achievement of specific result, to reflect the changes connected to an intervention, or to help assess the performance of a development actor.

Input is the resources committed to project activities or financial, human, and material resources used to undertake the development intervention.

An intermediate result is a crucial bridge between lower- and higher-level objective statements in a results and logical planning frameworks. Learning processes are explicitly built-in to project implementation. After implementation has commenced, feedback received from project beneficiaries helps ensure that the project is on track toward achieving its strategic objectives.

Logical framework is a management tool used to improve the design of interventions, most often at the project level. It involves identifying strategic elements (inputs, activities, outputs, outcomes, impact, and

objective) and their causal relationships, indicators, and the assumptions or risks that may influence success and failure.

M&E System is a well-organized, interdependent activities or components and clear procedures that contribute to a well-defined purpose of M&E within a project.

Monitoring is a regular collection and reporting of information to track whether actual results are being achieved as planned. It is function that employs systematic collection of data on specified indicators to provide management and the main stakeholders of an ongoing development intervention with indications of the extent of progress and achievement of objectives and progress in the use of allocated funds. It is the day-to-day management task of collecting and reviewing information that reveals how an operation is proceeding and what aspects of it, if any, need correcting.

Evaluation is a periodic assessment of a project or program performance (efficiency and effectiveness) to determine the causal relations between an intervention and its outcomes (attributions/evidence).

Outcomes are medium term effect or changes as a result of interventions that occur between the completion of outputs and the achievement of impact. Example: forest laws enforced.

Outputs are the products and services that result from the completion of activities. It is the changes or effects on the beneficiaries resulting from the use of outputs. Example: people trained, forest laws reviewed.

Participatory evaluation is an evaluation method in which representatives of agencies and stakeholders (including beneficiaries) work together in designing, carrying out and interpreting an evaluation.

Performance is the degree to which a development intervention or a development partner operates according to specific criteria/standards/ guidelines or achieves results in accordance with stated goals or plans.

Performance Indicator Reference Sheet is a working M&E document that clearly and explicitly defines a single indicator as to what to measure; how to collect the necessary raw data; and process the raw data to derive the indicator's value.

Results are the output, outcome or impact (intended or unintended, positive and/or negative) of a development intervention.

Results chain is the causal sequence for a development intervention that stipulates the necessary sequence to achieve desired objectives beginning with inputs, moving through activities and outputs, and culminating in outcomes, impacts, and feedback.

Stakeholders are agencies, organizations, groups or individuals who have a direct or indirect interest in the development intervention or its evaluation.

Sustainability is the continuation of benefits from a development intervention after major development assistance has been completed; and the probability of continued long-term benefits.

Target group is the specific individuals or organizations for whose benefit the development intervention is undertaken.

ANNEX

Annex 1. OFLP Results Framework and Monitoring

OFLP Results Framework and Monit

Annex 2. OFLP Performance Indicator Reference Sheets

Performance Indicator Reference Sheet -1
Program development objectives (PDO): To improve the enabling environment for sustainable forest management and investment in Oromia.
Indicator: Score on composite index
Date established:…….   **Date last reviewed:**……..
Description
Definition: A composite index is a grouping of indicators combined in a standardized way to provide a useful measure for tracking overall performance of complex variables of interest over time. In this case, a set of questionnaires covering the three constituent categories (A - Incentives, B – Information, and C - Institutions) were tested and administered to a reasonable sample of informants from across society with a strong emphasis on government at *woreda*, zonal, state and federal levels. Each of the three categories has a number of significant variables, and can be reported on individually or grouped into an overall index.   The composite index was calculated for single or combined variables for enabling environment using equation 1 below. It will be calculated using a five-point scale score. A high score on the scale indicates a favorable enabling environment; "5" - Strongly agree; "4" – Agree; "3" - Moderate; 2" - Disagree; and "1" - strongly disagree. Then, Composite Index (CI) will be calculated by sum of respondents' actual scores for each variable divided by sum of respondents' maximum possible score for each variable. An index value of close to "1" shows favorable enabling environment; whereas value index close to "0" indicates unfavorable enabling environment for forest management and land use planning in Oromia.
Unit of measure: number
Method of calculation: numerator-sum of respondents' actual scores for each variable at the time of survey.   **Denominator**-sum of respondents' maximum possible score for each variable at the time of survey.
Rationale or justification for indicator: the composite index is a set of significant variables in key areas to track changes in the enabling environment for sustainable forest management and investment in Oromia. It helpcollecting information and analysing the results on the enabling environment on three key areas; namely incentives, information and institutions. Each key area comprises of a number variable as indicators to measure the state of enabling environment in the region. Accordingly, incentives looked at policy, laws, and regulations environment; whereas information gazed at the capacity to generate and disseminate information. Institutions looked at implementation capacity, coordination/collaboration, and mandates related to OFLP. It presnts knowledge/capacity and institutional strengths, weaknesses, opportunities and threats with regards to key institutions involved in the planning and implementation of the OFLP aspects of incentives, institutions and information..
Plan for data collection
Data collection method: Survey; based on the experts interview with federal, regional, zonal, *woreda*, NGOs and academia institutions.
Data source: Biennial survey
Frequency of data collection: the survey is conducted every two year.
Estimated cost of data collection: the cost of data collection incorporated within the program activity of ORCU.
Responsible organization/individual: Consultant or M&E specialist.
Location of data storage: ORCU/OEFCCA will be responsible for data storage.
Plan for data analysis, review and reporting
Data analysis: data collected from a recent composite index will be compared with previous composite index data to determine overall program performance.
Data presentation: Composite index data will be presented in a table
Data review: ORCU/OEFCCA will put data-quality checks in place for the composite index survey. ORCU will apply standard tests of the internal data consistency to detect data defects as a measure of quality assessment. ORCU will review data for completeness, consistency, reliability and accuracy.
Reporting of data: Data will be reported every two years
Data quality issues
Date of initial data quality assessment: this will be determined in consultation with ORCU/OEFCCA. ORCU/OEFCCA will ensure that data quality assessment tests are applied and that data are valid and reliable.
Known data limitations and significance (if any): the main limitation with the CI is its subjectivity and reliability. The outcome depends largely on the selection of informants (thus, subjected to change from year to year). It is important to note the value of looking at the scores in their respective areas separately, as improvement in one area could potentially mask deterioration in another.
Actions taken or planned to address data limitations: there is a need to give explanation on each survey question to

ensure maximum level of consistency and understanding among respondents as much as possible. The sampling should focus more in the areas where this program has activities to measure performance progress at different levels.

Date of future data quality assessment: this will be determined in consultation with ORCU/OEFCCA.

Procedures for future data quality assessment: ORCU/OEFCCA will conduct data quality assessment for all subsequent composite index survey.

Performance data table

Key to table: Composite IndexSurvey=CIS

Notes on baselines and targets:

Year	Cumulative Target/Planned	Actual	Comments
2016 (Baseline)		0.35	
2017	0.39		
2018	0.43		
2019	0.47		
2020	0.51		
2021	0.55		

Comments: ……

Performance Indicator Reference Sheet -2

Program development objectives (PDO): To improve the enabling environment for sustainable forest management and investment in Oromia.

Indicator: Area reforested

Date established:…….

Date last reviewed:……..

Description

Definition: this indicator measures the land area targeted by the program that has been reforested (including restored and afforested). This refers to restoration of degraded land where the objective is to have permanent improvement in the capacity of the forest land area to provide environmental, social, and economic services, expressed in hectares, as well as, 'establishment of forest through planting and/or deliberate seeding on land that, until then, was not classified as forest' or 're-establishment of forest through planting and/or deliberate seeding on land classified as forest' expressed in hectares. This can also include Assisted Natural Regeneration (ANR), coppicing, or other locally appropriate methods. This indicator does not include areas which have been cleared during or in anticipation of the project. There are overlaps in definitions and different stages of a project. To avoid double counting/reporting, it is essential that the area forested is reported only once. The baseline value for this indicator is expected to be zero.

Unit of measure: ha

Method of calculation: area reforested by program (restored and afforested).

Rationale or justification for indicator: Tacks forested area. It is a direct snapshot for demonstrating how the program activities are enhancing the sustainable forest management in the Oromia and specifically in the intervention areas.

Plan for data collection

Data collection method: document review or records or GPS records

Data source: sources of data for this indicator are program records and reports.

Frequency of data collection: annually.

Estimated cost of data collection: The cost of data collection incorporated in within program activity of ORCU.

Responsible organization/individual: ORCUM&E specialist.

Location of data storage: ORCU/OEFCCA will be responsible for data storage.

Plan for data analysis, review and reporting

Data analysis: descriptive analysis.

Data presentation: data will be presented in a table.

Data review: ORCU/OEFCCA will put data-quality checks in place for the survey.

Reporting of data: annually.

Data quality issues

Date of initial data quality assessment: This will be determined in consultation with ORCU/OEFCCA.

ORCU/OEFCCA will ensure that data quality assessment tests are applied and that data are valid and reliable.

Known data limitations and significance (if any): ……..

Actions taken or planned to address data limitations: ……..

Date of future data quality assessment: This will be determined in consultation with ORCU/OEFCCA.

Procedures for future data quality assessment: ORCU/OEFCCA will conduct data quality assessment for all subsequent data to be collected.

Performance data table

Key to table: area reforested

Notes on baselines and targets:

Year	Cumulative Target/Planned	Actual	Comments
2016 (Baseline)	0		
2017	1800		
2018	3600		
2019	6300		
2020	8100		
2021	9000		

Comments:

Performance Indicator Reference Sheet -3

Program development objectives (PDO): To improve the enabling environment for sustainable forest management and investment in Oromia.

Indicator: Direct project beneficiaries

Date established:…….

Date last reviewed:……..

Description

Definition: This indicator defines the direct beneficiaries from the grant financing only (limited to Component- 1) and does not include benefits from leveraged sources of financing or the ERPA. Direct beneficiaries include *woreda*-/kebele-level experts as well as community members who are trained in PFM, A/R, land-use planning, safeguards, and extension and this definition is consistent with forest users trained(indicator- 5). Reporting also includes percentage of female beneficiaries.

Unit of measure: number

Method of calculation: number of direct beneficiaries**.** Number will be gender disaggregated.

Rationale or justification for indicator: Tracks number of people directly benefited from the program-disaggregated by sex.

Plan for data collection

Data collection method: Program records and reports

Data source: Records/reports

Frequency of data collection: Monthly

Estimated cost of data collection: The cost of data collection incorporated within the program activity of ORCU.

Responsible organization/individual: ORCU M&E specialist.

Location of data storage: ORCU/OEFCCA will be responsible for data storage.

Plan for data analysis, review and reporting

Data analysis: descriptive analysis.

Data presentation: data will be presented in a table.

Data review: ORCU/OEFCCA will put data-quality checks in place for the records.

Reporting of data: Monthly.

Data quality issues

Date of initial data quality assessment: this will be determined in consultation with ORCU/OEFCCA. ORCU/OEFCCA will ensure that data quality assessment tests are applied and that data are valid and reliable.

Known data limitations and significance (if any): ……

Actions taken or planned to address data limitations: …….			
Date of future data quality assessment: this will be determined in consultation with ORCU/OEFCCA.			
Procedures for future data quality assessment: ORCU/OEFCCA will conduct data quality assessment.			
Performance data table			
Key to table: number of beneficiaries			
Notes on baselines and Targets:			
Year	**Cumulative Target/Planned**	**Actual**	**Comments**
2016 (Baseline)	0		
2017	7000		
2018	13000		
2019	20000		
2020	25000		
2021	25000		
Comments: ……..			

Performance Indicator Reference Sheet -4			
Program development objectives (PDO): To improve the enabling environment for sustainable forest management and investment in Oromia.			
Indicator:forest area brought under management plans			
Date established:……. **Date last reviewed:**……..			
Description			
Definition: the definition of the indicator includes hectares of forest brought under land-use plans, PFM plans, community-micro/critical watershed management plans, plantation plan, or other equivalent land use or management planning regime as a result of the program.			
Unit of measure: ha			
Method of calculation: total area (in ha) brought under forest management plans			
Rationale or justification for indicator: tracks areas brought under different forest management plans like land-use plans, PFM plans, community-micro/critical watershed management plans, plantation plan and others.			
Plan for data collection			
Data collection method: document review or records.			
Data source: Quarterly records.			
Frequency of data collection: Quarterly.			
Estimated cost of data collection: the cost of data collection incorporated within the program activity of ORCU.			
Responsible organization/individuals: ORCU Forest Resource Specialist.			
Location of data storage: ORCU/OEFCCA will be responsible for data storage.			
Plan for data analysis, review and reporting			
Data analysis: descriptive analysis.			
Data presentation: Data will be presented in a table form			
Data review: ORCU/OEFCCA will put data-quality checks in place for the recorded data			
Reporting of data: Quarterly.			
Data Quality Issues			
Date of initial data quality assessment: this will be determined in consultation with ORCU/OEFCCA. ORCU/OEFCCA will ensure that data quality assessment tests are applied and that data are valid and reliable.			
Known data limitations and significance (if any): ……			
Actions taken or planned to address data limitations: …….			
Date of future data quality assessment: this will be determined in consultation with ORCU/OEFCCA.			
Procedures for future data quality assessment: ORCU/OEFCCA will conduct data quality assessment			
Performance data table			
Key to table: area brought under forest management plans			
Notes on baselines and Targets:			
Year	**Cumulative**	**Actual**	**Comments**

	Target/Planned		
2016 (Baseline)	0		
2017	12000		
2018	36000		
2019	72000		
2020	108000		
2021	120000		
Comments: ……			

Performance Indicator Reference Sheet -5
Program development objectives (PDO): To improve the enabling environment for sustainable forest management and investment in Oromia.
Indicator: Forest users trained
Date established:…….   **Date last reviewed:**……..
Description
Definition: this indicator captures the number of *woreda*/kebele experts and community members trained in the application of the PFM, land-use planning, extension practices, and safeguards training (gender disaggregated).
Unit of measure: number (number will be gender disaggregated)
Method of calculation: 1. In each of the 287 *woreda*s, experts from the WoANR, WoWME, WoRLAU, OEFCCA, and OFWE (OFWE only in 130 *woreda*s plus forest sector experts where they are present in other *woreda*s) will be trained in PFM, land-use planning, safeguards, and extension. Calculation: 287 *woreda*s x 4 *woreda* experts = 1148 + OFWE experts in 130 *woreda*s = 1278.   2. In each of the 49 deforestation hotspot *woreda*s, there are on average 23 kebeles and 5 people (community members) from each kebele will be trained in A/R. Calculation: 49 *woreda*s x 23 kebeles x 5 people from each kebele x 3 years = 16,905.   3. In each of the 49 deforestation hotspot *woreda*s, there are on average 23 kebeles and 1 DA from each of those kebeles will be trained in A/R. *Woreda* experts will not be trained in A/R as the expectation is that this knowledge already exists. Calculation: 49 *woreda* x 23 kebele x 1 DA = 1,127.   4. In each of the 49 deforestation hotspot *woreda*s eligible for PFM establishment support, 130 individuals will be trained in PFM practices which include forest inventory and forest management plan preparation, fire management, and CBO strengthening. These individuals are members of community-based organizations (such as cooperatives which are going to adopt PFM. Calculation: 49 *woreda* x 130 CBOs members from each *woreda* = 6,370   Total =25,680 people will be trained
Rationale or justification for indicator: tracks number of forest users trained mainly in PFM, land-use planning, safeguards, and extension.
Plan for data collection
Data collection method: document review or records.
Data source: Monthly records.
Frequency of data collection: Monthly.
Estimated cost of data collection: the cost of data collection incorporated within the program activity of ORCU.
Responsible organization/individuals: ORCU Forest Resource Specialist.
Location of data storage: ORCU/OEFCCA will be responsible for data storage.
Plan for data analysis, review and reporting
Data analysis: descriptive analysis.
Data presentation: Data will be presented in a table form
Data review: ORCU/OEFCCA will put data-quality checks in place for the records.
Reporting of data: Monthly.
Data quality issues
Date of initial data quality assessment: this will be determined in consultation with ORCU/OEFCCA. ORCU/OEFCCA will ensure that data quality assessment tests are applied, and that data are valid and reliable.
Known data limitations and significance (if any): ……..

Actions taken or planned to address data limitations: ……
Date of future data quality assessment: this will be determined in consultation with ORCU/OEFCCA.
Procedures for future data quality assessment: ORCU/OEFCCA will conduct data quality assessment.
Performance data table
Key to table: number of beneficiaries
Notes on baselines and targets:

Year	Cumulative Target/Planned	Actual	Comments
2016 (Baseline)	0		
2017	7000		
2018	13000		
2019	20000		
2020	25000		
2021	25000		

Comments: ……

Performance Indicator Reference Sheet -6
Program development objectives (PDO): To improve the enabling environment for sustainable forest management and investment in Oromia.
Indicator: Land users adopting sustainable land management practices as a result of the program.
Date established:…….   **Date last reviewed:**……..
Description
Definition: This indicator measures the number of users adopting SLM practices in the program areas. In OFLP case, this indicator captures the number of community members trained in the application of PFM and/or A/R practices that adopt the new practices learned (gender disaggregated). The baseline for this indicator is expected to be zero
Unit of measure: number
Method of calculation: 1. 9,000 community members who benefitted from the training are adopting A/R practices.   2. 15 CBOs/cooperatives that have adopted PFM with the support of the program x 600 average number of CBOs/cooperative members, who will share the benefits from the adoption of PFM.   Total number of people expected to adopt: 18000 (number will be gender disaggregated)
Rationale or justification for indicator: Measure number of people adopting sustainable land management practices as a result of the program.
Plan for data collection
Data collection method: Document review, records, survey
Data source: Records.
Frequency of data collection: Quarterly
Estimated cost of data collection: the cost of data collection incorporated within the program activity of ORCU.
Responsible organization/individuals: ORCU Forest Resource Specialist.
Location of data storage: ORCU/OEFCCA will be responsible for data storage.
Plan for data analysis, review and reporting
Data analysis: descriptive analysis.
Data presentation: Data will be presented in a table form
Data review: ORCU/OEFCCA will put data-quality checks in place.
Reporting of data: Quarterly
Data quality issues
Date of initial data quality assessment: this will be determined in consultation with ORCU/OEFCCA. ORCU/OEFCCA will ensure that data quality assessment tests are applied and that data are valid and reliable.

Known data limitations and significance (if any): …….

Actions taken or planned to address data limitations: ……..

Date of future data quality assessment: this will be determined in consultation with ORCU/OEFCCA.

Procedures for future data quality assessment: ORCU/OEFCCA will conduct data quality assessment.

Performance data table

Key to table: Number of adopters

Notes on baselines and targets:

Year	Cumulative Target/Planned	Actual	Comments
2016 (Baseline)	0		
2017	2000		
2018	7000		
2019	12000		
2020	14000		
2021	18000		

Comments:

Performance Indicator Reference Sheet -7

Program development objectives (PDO): To improve the enabling environment for sustainable forest management and investment in Oromia.

Indicator: beneficiaries that feel project investments reflected their needs

Date established:…….

Date last reviewed:……..

Description

Definition: this is citizen engagement indicator that will measure the extent to which decisions about the program reflected community preferences in a consistent manner (using a satisfaction-level survey through sampling) at midterm and closing of the program. It is expected that the baseline value for this indicator is zero

Unit of measure: percentage

Method of calculation:

Survey techniques will be used to document male and female beneficiary priorities at project outset. Surveys during and at the close of the project may identify respondents' satisfaction with project investment, including a specific question about the degree to which respondents felt project activities reflected their preferences. It calculates the number of people satisfied or dissatisfied owing to the program intervention. For example, how satisfied are you that the project activity is useful to you? (Scale 1–5 representing very unsatisfied to very satisfied, with a score of 3 representing neither satisfied nor dissatisfied). This indicator will record the percentage of men and women reporting scores of 4 or 5 in response to this question.

Rationale or justification for indicator: Tracks number of people satisfied or discontented due to the program intervention.

Plan for data collection

Data collection method: beneficiary assessment survey

Data source: Primary survey.

Frequency of data collection: Midterm and final evaluations.

Estimated cost of data collection: the cost of data collection incorporated within the program activity of ORCU.

Responsible organization/individuals: ORCUM&E specialist.

Location of data storage: ORCU/OEFCCA will be responsible for data storage.

Plan for data analysis, review and reporting

Data analysis: descriptive analysis.

Data presentation: Data will be presented in a table form

Data review: ORCU/OEFCCA will put data-quality checks in place for the survey.

Reporting of data: twice –midterm and final.

Data quality issues

Date of initial data quality assessment: this will be determined in consultation with ORCU/OEFCCA.
ORCU/OEFCCA will ensure that data quality assessment tests are applied and that data are valid and reliable.

Known data limitations and significance (if any): ……..

Actions taken or planned to address data limitations: ……...

Date of future data quality assessment: this will be determined in consultation with ORCU/OEFCCA.

Procedures for future data quality assessment: ORCU/OEFCCA will conduct data quality assessment.

Performance data table

Key to table: Percent of beneficiaries satisfied

Notes on baselines and Targets:

Year	Cumulative Target/Planned	Actual	Comments
2016 (Baseline)	0		
2017	0		
2018	70		
2019	70		
2020	80		
2021	90		

Comments: ……..

Performance Indicator Reference Sheet -8

Program development objectives (PDO): To improve the enabling environment for sustainable forest management and investment in Oromia.

Indicator: Reforms in forest policy, legislation or other regulations supported

Date established:…….

Date last reviewed:……..

Description

Definition: This indicator gauges the extent to which the OFLP supports forest sector reforms, here interpreted as providing technical assistance (TA) with a focus on policy fora, PFM policy harmonization, community bye-laws/forest community tenure rights, forest governance support, policy briefs, etc. The OFLP cannot be held accountable for changes in law, policy, and regulation that are outside its direct sphere of control. However, the OFLP can provide inputs into the government's policy process.

Unit of measure: Yes /No

Method of calculation:
By assessing whether the program has facilitated forest sector reforms and documented the 'official endorsement' and the 'consultative' and 'inclusive' nature of the process in the comments section.

Rationale or justification for indicator: tracks the OFLP supports in forest sector reforms.

Plan for data collection

Data collection method: Document review or records.

Data source: sources of data for this indicator are annual records.

Frequency of data collection: annual

Estimated cost of data collection: the cost of data collection incorporated within the program activity of ORCU.

Responsible organization/individuals: ORCUM&E Institution and Policy Specialist.

Location of data storage: ORCU/OEFCCA will be responsible for data storage.

Plan for data analysis, review and reporting

Data analysis: descriptive analysis.

Data presentation: Data will be presented in a table from

Data review: ORCU/OEFCCA will put data-quality checks in place for the records.

Reporting of data: annual.

Data quality issues

Date of initial data quality assessment: this will be determined in consultation with ORCU/OEFCCA.

Known data limitations and significance (if any): ……..

Actions taken or planned to address data limitations: ……

Date of future data quality assessment: this will be determined in consultation with ORCU/OEFCCA.

Procedures for future data quality assessment: ORCU/OEFCCA will conduct data quality assessment.

Performance data table

Key to table: Yes/ No forest sector reforms			
Notes on baselines and targets:			
Year	**Target/Planned**	**Actual**	**Comments**
2016 (Baseline) 2017 2018 2019 2020 2021			
Comments: ……			

Performance Indicator Reference Sheet -9
Program development objectives (PDO): To improve the enabling environment for sustainable forest management and investment in Oromia.
Indicator: Grievances registered related to delivery of project benefits addressed
Date established:……. **Date last reviewed:**……..
Description
Definition: This indicator measures the transparency and accountability mechanisms established by the program so that the target beneficiaries have trust in the process and are willing to participate and feel that their grievances are attended to promptly. It is understood that local sensitivities and tensions will not allow grievance or redress mechanisms to be established in all programs. It is expected that the baseline value for this indicator will be zero.
Unit of measure: percentage
Method of calculation: Where grievance or redress mechanisms have been established, program-monitoring systems should provide useful information on: (a) the number of complaints made, and (b) the number of these complaints that are resolved. This indicator will be a simple percentage of these two numbers, allowing program to make a statement such as "x"number of complaints received through program redress mechanisms and " y" number of complaints was resolved. This means that if 100 people complain about the same single program defect and one defect is repaired, then the numerator value is 100 and the indicator value will be (100/1)x100=100 percent.
Rationale or justification for indicator: measures grievance or redress mechanisms related to delivery of the program benefits.
Plan for data collection
Data collection method: document review or records.
Data source: sources of data for this indicator are annual records.
Frequency of data collection: annual.
Estimated cost of data collection: the cost of data collection incorporated within the program activity of ORCU.
Responsible organization/individuals: ORCU Social safeguard Specialist.
Location of data storage: ORCU/OEFCCA will be responsible for data storage.
Plan for data analysis, review and reporting
Data analysis: descriptive analysis.
Data presentation: Data will be presented in a table from
Data review: ORCU/OEFCCA will put data-quality checks in place for the records.
Reporting of data: annual.
Data quality issues
Date of initial data quality assessment: this will be determined in consultation with ORCU/OEFCCA. ORCU/OEFCCA will ensure that data quality assessment tests are applied and that data are valid and reliable.
Known data limitations and significance (if any): ……..
Actions taken or planned to address data limitations: ……..
Date of future data quality assessment: this will be determined in consultation with ORCU/OEFCCA.
Procedures for future data quality assessment: ORCU/OEFCCA will conduct data quality assessment.
Performance data table
Key to table: percent of grievance addressed

Notes on baselines and targets:

Year	Cumulative Target/Planned	Actual	Comments
2016 (Baseline)	0		
2017	50		
2018	70		
2019	80		
2020	90		
2021	100		

Comments: ……

Performance Indicator Reference Sheet -10

Program development objectives (PDO): To improve the enabling environment for sustainable forest management and investment in Oromia.

Indicator: MRV system established and maintained at national and Oromia levels

Date established:…….

Date last reviewed:……..

Description

Definition: This indicator will measure the functionality and effectiveness of the MRV system established at both the national and Oromia levels, in line with the existing or emerging national forest monitoring and MRV system. It will include measuring the consistency in the reported results for both the Oromia/OFLP and the national levels and sustainability of the system due to the efficient use of resources, including the quality of field data collection, aggregation, and reporting procedures from the local to the national level.

Unit of measure: Yes/No

Method of calculation:

This indicator will be measured following the internationally standardized quality assurance procedures and will be checked against the method used in the baseline survey for estimating GHG emissions.

More specifically, the following methods will be used:

- Document review at all levels (functionality of national registry and the OEFCCA/ORCU database) on documentation, method of calculation, accuracy, uncertainty, trainings provided, training manuals, training sessions and topics covered, staff number and capacity, and so on.
- Review of the analysis made at each level (program, regional, and national levels) using the annual and biannual report submitted by the program implementer (OEFCCA/ORCU and EFCCC) and the verification report by a third party and check its consistency against the method used for baseline estimation.
- Checking of the primary/original field data from the *woreda* OFLP coordination units and the OEFCCA/ORCU offices on boundaries, A/R, and so on. A sample from the plots used for the NFI will also be taken when deemed necessary.
- Expert interview on the processes followed and discussions with community and key informants at all levels (focus group discussions) to understand to what extent the procedure are understood by the main stakeholders and what capacity and constraints exist.
- Frequency of data collection will be at least twice during the ERPA period.
- The availability of MRV tools and equipment and how they are calibrated will be reviewed

Rationale or justification for indicator: Assess measure the functionality and effectiveness of the MRV system established at both the national and Oromia levels.

Plan for data collection

Data collection method: document review or records.

Data source: Annual records.

Frequency of data collection: annual.

Estimated cost of data collection: the cost of data collection incorporated within the program activity of ORCU.

Responsible organization/individuals: MRV specialist

Location of data storage: ORCU/OEFCCA will be responsible for data storage.

Plan for data analysis, review and reporting

Data analysis: descriptive analysis

Data presentation: Data will be presented in a table form

Data review: ORCU/OEFCCA will put data-quality checks in place for the record.

Reporting of data: annual.
Data quality issues
Date of initial data quality assessment: this will be determined in consultation with ORCU/OEFCCA and EFCCC and WB. ORCU/OEFCCA will ensure that data quality assessment tests are applied and that data are valid and reliable.
Known data limitations and significance (if any): ……..
Actions taken or planned to address data limitations: n …….
Date of future data quality assessment: this will be determined in consultation with EFCCC and ORCU/OEFCCA
Procedures for future data quality assessment: EFCCC and ORCU/OEFCCA will conduct data quality assessment for all subsequent data reported
Performance data table
Key to table:
Notes on baselines and targets:

Year	Target/Planned	Actual	Comments
2016 (Baseline)			
2017			
2018			
2019			
2020			
2021			

Comments: ……..

Performance Indicator Reference Sheet -11
Program development objectives (PDO): To improve the enabling environment for sustainable forest management and investment in Oromia.
Indicator: Benefit Sharing Mechanism (BSM) established and maintained
Date established:…….   **Date last reviewed:**……..
Description
Definition: This indicator measures the existence of a transparent and fair BSM that is in line with the best international and local practices, which is endorsed by the main stakeholders (government at all levels; wider communities, especially those living inside or adjacent to forests whose livelihood is mainly dependent on forest-related services and products; marginalized communities [less served]; and project developers, if any). It will also measure the functionality of the mechanism at all levels, including its effectiveness and transparency on distribution of benefits among the stakeholders with regard to both time and space. The BSM will also be aligned with the grievance redressing mechanism and will monitor how effective the use of the benefits by each beneficiary is.
Unit of measure: Yes/ No
Method of calculation: This indicator will be measured through documents review (progress reports, audit reports, community action plan, bank statements proving disbursement, and so on), focus group discussions at each level (cooperative, women, men, youth, district FDRE, ORCU, OEFCCA, EFCCC), and a household survey (using a questionnaire to be developed). This indicator will also include monitoring of the percentage of payments received by the FDRE that are disbursed to beneficiaries as intended according to the rules set out in the BSM.
Rationale or justification for indicator: Assess the existence of a transparent and fair BSM that is in line with the best international and local practices.
Plan for data collection
Data collection method: Document review or records, household survey using a questionnaires
Data source: sources of data for this indicator are annual records.
Frequency of data collection: annual.
Estimated cost of data collection: the cost of data collection incorporated within the program activity of ORCU.
Responsible organization/individuals: ORCU Environmental safeguards Specialist
Location of data storage: ORCU/OEFCCA will be responsible for data storage.
Plan for data analysis, review and reporting

Data analysis: descriptive analysis.

Data Presentation: Data will be presented in a table form

Data review: ORCU/OEFCCA will put data-quality checks in place for the survey.

Reporting of data: Annual.

Data quality issues

Date of initial data quality assessment: this will be determined in consultation with ORCU/OEFCCA. ORCU/OEFCCA will ensure that data quality assessment tests are applied and that data are valid and reliable.

Known data limitations and significance (if any):………….

Actions Taken or Planned to Address Data Limitations: ……**…….**

Date of future data quality assessment: this will be determined in consultation with ORCU/OEFCCA.

Procedures for future data quality assessment: ORCU/OEFCCA will conduct data quality assessment.

Performance data table

Key to table:

Notes on baselines and Targets:

Year	Target/Planned	Actual	Comments
2016 (Baseline)	No		
2017	?		
2018			
2019			
2020			
2021			

Comments: ……..

Performance Indicator Reference Sheet -12

Program development objectives (PDO): To improve the enabling environment for sustainable forest management and investment in Oromia.

Indicator: Safeguards system established and maintained

Date established:…….

Date last reviewed:……..

Description

Definition: This indicator aims to capture the safeguards system establishment and operation that will enable the OFLP to acquire extensive technical support on OFLP safeguards instruments implementation, documentation, reporting, and monitoring of safeguards performance in the accounting areas; standardization; environmental and social advisory services; and consultation and civic engagement with communities in the regional state. The recruitment and capacity-building support to safeguards officers will help improve their ability to implement OFLP safeguards instruments (ESMF, RPF, PF, and SA) across their jurisdiction. Safeguards coordinators will ensure establishment or strengthening and monitoring of the GRM, BSM, community consultation, participation, and citizen engagement at all stages of the OFLP implementation.

Unit of Measure: Yes/No

Method of calculation:

This indicator will be measured through an expert survey taking into account the various aspects described. The survey will include information on the timely recruitment of six OFLP safeguards coordinators and capacity building for OFLP implementing entities including regional stakeholders and *woreda* counterparts. Safeguards training to 287 rural *woreda*s (each expert from WoANR, WoRLAU, WoWME, OEFCCA, OFWE), awareness raising reaching 200 individuals per kebele in 6,889 kebeles of Oromia. The reports from each session will be gender disaggregated.

Rationale or justification for indicator: Assess the existence of safeguards system establishment and operation that will enable the OFLP to acquire extensive technical support on OFLP safeguards instruments implementation, documentation, reporting, and monitoring.

Plan for data collection

Data collection method: document review or records.

Data source: sources of data for this indicator are annual records.

Frequency of data collection: annual.

Estimated cost of data collection: the cost of data collection incorporated within the program activity budgets of

ORCU.
Responsible organization/individuals: ORCU Safeguard Specialists.
Location of data storage: ORCU/OEFCCA will be responsible for data storage.
Plan for data analysis, review and reporting
Data analysis: Descriptive analysis.
Data presentation: Data will be presented in a table form
Data review: ORCU/OEFCCA will put data-quality checks in place for the record.
Reporting of data: Annual.
Data quality issues
Date of initial data quality assessment: this will be determined in consultation with ORCU/OEFCCA. ORCU/OEFCCA will ensure that data quality assessment tests are applied and that data are valid and reliable
Known data limitations and significance (if any): ………….
Actions taken or planned to address data limitations: ……..…….
Date of future data quality assessment: this will be determined in consultation with ORCU/OEFCCA.
Procedures for Future Data Quality Assessment: ORCU/OEFCCA will conduct data quality assessment
Performance data table
Key to table:
Notes on baselines and targets:

Year	Target/Planned	Actual	Comments
2016 (Baseline)	No		
2017			
2018			
2019			
2020			

Comments:

Performance Indicator Reference Sheet -13
Program development objectives (PDO): To reduce net GHG emissions from forest cover change in Oromia
Indicator: Emission Reductions in the OFLP accounting area
Date established:……. **Date last reviewed:**……..
Description
Definition: Emission reductions values are an aggregate from various carbon sinks (A/R) and emission sources from forest cover changes (deforestation).
Unit of measure:$MtCO_2e$
Method of calculation: These values are based on a maximum expected volume of ERs for the ERPA divided over a period of 10 years (for the first two years, zero ERs are assumed and for YRs 2–8, targets are set at 1.25 $MtCO_2e$ per year).
Rationale or justification for indicator: tracks emission reductions in the OFLP accounting area.
Plan for data collection
Data collection method: Document review or records, forest carbon stock assessment.
Data source: Annual records.
Frequency of data collection: Annual.
Estimated cost of data collection: The cost of data collection incorporated within the program activity of ORCU.
Responsible organization/individuals: ORCU MRV specialist
Location of data storage: ORCU/OEFCCA will be responsible for data storage.
Plan for data analysis, review and reporting
Data analysis: descriptive analysis.
Data presentation: Data will be presented in a table from
Data review: ORCU/OEFCCA will put data-quality checks in place.
Reporting of data: Annual.
Data quality issues
Date of Initial Data Quality Assessment: This will be determined in consultation with ORCU/OEFCCA.

ORCU/OEFCCA will ensure that data quality assessment tests are applied and that data are valid and reliable.

Known data limitations and significance (if any): ……..**……**

Actions taken or planned to address data limitations: …**……..**

Date of future data quality assessment: This will be determined in consultation with ORCU/OEFCCA.

Procedures for future data quality assessment: ORCU/OEFCCA will conduct data quality assessment.

Performance Data Table

Key to table: forest carbon stock

Notes on baselines and targets:

Year	Target/Planned	Actual	Comments
2016 (Baseline)	0		
2017	0		
2018	0		
2019	1.25		
2020	2.5		
2021	3.75		
2022	5.0		
2023	6.25		
2024	7.50		
2025	8.75		
2026	10.00		
2027	10.00		

Comments: …….

Performance Indicator Reference Sheet -14

Program development objectives (PDO): To reduce net GHG emissions from forest cover change in Oromia

Indicator: Gross deforestation reduction in the OFLP accounting area

Date established:…….

Date last reviewed:……..

Description

Definition: Assess carbon removals from the A/R activities based on the targeted areas and the remaining ERs assumed to come from a reduction in gross deforestation, and calculate the ERs using average weighted EF.

Unit of measure: ha

Method of calculation: Forest carbon inventory

Rationale or justification for indicator: tracks deforestation reductions in the OFLP accounting area.

Plan for data collection

Data collection method: Document review or records and annual forest inventory.

Data source: sources of data for this indicator are annual records and forest inventory

Frequency of data collection: Annual.

Estimated cost of data collection: The cost of data collection incorporated within the program activity of ORCU.

Responsible organization/individuals: MRV specialist

Location of data storage: ORCU/OEFCCA will be responsible for data storage.

Plan for data analysis, review and reporting

Data analysis: descriptive analysis.

Data presentation: Data will be presented in a table from

Data review: ORCU/OEFCCA will put data-quality checks in place.

Reporting of data: Annual.

Data quality issues

Date of Initial Data Quality Assessment: This will be determined in consultation with ORCU/OEFCCA.
ORCU/OEFCCA will ensure that data quality assessment tests are applied and that data are valid and reliable.

Known data limitations and significance (if any): ……**……**

Actions taken or planned to address data limitations: **..……..**

Date of future data quality assessment: This will be determined in consultation with ORCU/OEFCCA.

Procedures for future data quality assessment: ORCU/OEFCCA will conduct data quality assessment.

Performance Data Table

Key to table: deforestation reduction			
Notes on baselines and targets:			
Year	**Target/Planned**	**Actual**	**Comments**
2016 (Baseline)	0		
2017			
2018			
2019			
2020			
Comments: …….			

Annex 3. Data Quality Assessment (DQA) checklists

ORCU: Oromia Forested Landscape Program(OFLP)				
Indicator:				
Result indicator measures (i.e. specify the-development Objective, Intermediate Result or Program Purpose, etc.):				
Data source(s):				
Who provided the data:				
Period for which the data are being reported:				
Data quality assessment methodology: *[Describe here or attach to this checklist the methods and procedures for assessing the quality of the indicator data. E.g. Reviewing data collection procedures and documentation, interviewing those responsible for data analysis, checking a sample of the data for errors, etc.]*				
Date(s) of assessment:				
Assessment team members:				
Attributes to be checked		**Yes**	**No**	**Comments**
***Validity* data should clearly and adequately represent the intended result.**				
1	Does the information collected measure what it is supposed to measure?(e.g., area reforested)	☐	☐	
2	Do results collected fall within a possible range?	☐	☐	
3	Are sound-methods being used to collect the data?	☐	☐	
***Reliability* data should reflect stable and consistent data collection processes and analysis methods overtime.**				
1	When the same data collection method is used to measure/observe the same thing multiple times, is the same result produced each time? (e.g. A measuring tape used over and over always indicates the same length for an inch.)	☐	☐	
2	Are data collection and analysis methods documented in writing and being used to ensure the same procedures are followed each time?	☐	☐	
***Timelines data* should be available at a useful frequency, should be current, and should be timely enough to influence management decision-making.-making.**				
1	Are data available frequently enough to inform program management decisions?	☐	☐	
2	Are the data reported the most current practically available?	☐	☐	
3	Are the data reported as soon as possible after collection?	☐	☐	
***Precision* data have a sufficient level of detail to permit management decision-making; e.g. the margin of error is less than the anticipated change.**				
1	Is the margin of error less than the expected change being measured? (E.g. If a change of only 2 percent is expected and the margin of error in a survey used to collect the data is +/- 5 percent, then the tool is not precise enough to detect the change.)	☐	☐	

2	Has the margin of error been reported along with the data? (Only applicable to results obtained through statistical samples.)	☐	☐	
3	Is the data collection method/tool being used to collect the data fine-tuned to register the expected change? (E.g. A yardstick may not be a precise enough tool to measure a change of a few millimeters.)	☐	☐	
***Integrity d*ata collected should have safeguards to minimize the risk of transcription error or data manipulation.**				
1	Are procedures or safeguards in place to minimize data transcription errors?	☐	☐	
2	Is there independence in key data collection, management, and assessment procedures?	☐	☐	
3	Are mechanisms in place to prevent unauthorized changes to the data?	☐	☐	

Summary	
Based on the assessment relative to the five standards, what is the overall conclusion regarding the quality of the data?	
Significance of limitations (if any):	
Actions needed to address limitations prior to the next DQA:	
If no data are available for the indicator	**COMMENTS**
If no recent relevant data are available for this indicator, why not?	
What concrete actions are now being taken to collect and report these data as soon as possible?	
When will data be reported?	

Recommendations for Conducting Data Quality Assessments

1. Data Quality (DQ) assessor should make sure that they understand the precise definition of the indicator by checking the Performance Indicator Reference Sheet.
2. DQ assessor should have a copy of the methodology for data collection in hand before assessing the indicator. Each indicator should have a written description of how the data being assessed are supposed to be collected.
3. Each implementing partner should have a copy of the method of data collection in their files and documented evidence that they are collecting the data according to the methodology.
4. DQ assessor should record the names and titles of all individuals involved in the assessment.
5. Does the implementing partner have documented evidence that they have verified the data that has been reported? Verification by the partners should be an ongoing process.
6. The DQ assessor should be able to review the implementing partner files/records against the methodology for data collection laid out. Any data quality concerns should be documented.
7. The DQA should include a summary of significant limitations found. A plan of action, including timelines.

Annex4. OFLP Field Data Collection Sheet

COMPOSITE INDEX

Name of the project: Oromia Forested Landscape Program			**Country**: Ethiopia		
Indicator 1: Composite index					
Cluster:		**Responsible:** Consultant & M&E specialist	**Frequency:** every two year	**Data storage mechanism:** Soft copy (hard disk)	
Data to be collected					
Respondent profile	**Indication of answer**	**Experience in forestry management?**	Put X to indicate YES	**Experience in land use planning and management?**	Put X to indicate YES
Name		No previous experience		No previous experience	
Title/Position		1-2 year		1-2 year	
		3-5 years		3-5 years	
What is your technical expertise?		6-8 years		6-8 years	
		>10 years		>10 years	
State		Other		Other	
Regional		**What is your responsibilities regarding forestry management?**		**What is your responsibilities regarding land use management?**	
Zone		Project Administration and Implementation on Regional level		Project Administration and Implementation on Regional level	
District		Project Administration and Implementation on Zone level		Project Administration and Implementation on Zone level	
Woreda		Project Administration and Implementation on District level		Project Administration and Implementation on District level	
Kebele		Project Administration and Implementation on Woreda level		Project Administration and Implementation on Woreda level	
NGO		Monitoring and Evaluation on Regional Level		Monitoring and Evaluation on Regional Level	
Academia		Monitoring and Evaluation on Zone Level		Monitoring and Evaluation on Zone Level	
Media		Monitoring and Evaluation on District Level		Monitoring and Evaluation on District Level	
Private		Monitoring and Evaluation on Woreda Level		Monitoring and Evaluation on District Level	
Public		**Other:**		**Other:**	

Incentives: Please read the following statements and indicate the degree to which you agree with each statement. Use a scale from 1-5, where 1 indicates strongly disagree; 2-disagree; 3-moderate; 4- Agree; 5 – strongly agree. There is also an option of answering "no opinion".					
		Definition	***Weight***	***Score***	***Justification for score***
1.	The **Oromia Government** has an internal mechanism to leverage addition carbon financing and other funding for improved land use.	This question will measure the level and capacity of OFLP, OFWE and ORCU to leverage additional carbon finance and other funding for improved land use funding. Please identify answers in respect to: 1) ODA 2) Government Source 3) Private Sector 4) Other			
2.	Relevant legal provisions sufficiently **support PFM** adoption and implementation.	This question will measure if existing PFM practices and procedures are being supported by relevant legal provisions (i.e. regional forest proclamations and relevant legislation).			
3.	**Forest governance** is improving via consistent enforcement of forest and land use legislation, fair judiciary regarding forest crimes, forest guard capacity to enforce fairly and community empowerment to manage forests.	This question will measure the consistency in law enforcement and capacity to enforce forest and land use related laws. For the above statement what is your opinion regarding to: 1) Forest and Land use legislation 2) Fair judiciary of forest crimes 3) Forest guard capacity to enforce fairly 4) Community empowerment to manage forest			
4.	**Community forest** tenure is secure.	This question will measure to what extent forest tenure is secure (what level), under management plans etc			
5.	Communities have access to alternative non-fuel wood/charcoal energy options.	This question will measure the level of access of alternative household energy options for remote households.			
6.	**Forest and land use policy** development involves a wide range of relevant stakeholders such as: private sector, community leaders, local government, farmers, relevant government entities, NGOs, academia and research community groups.	This question will measure if relevant stakeholders have been involved in developing relevant policies. This **does not** mean that any of the suggested actors are setting policy, but are **consulted** for their knowledge and expertise			
7.	Efforts are made to enhance community and local government participation in forest management and land use planning.	This question will measure the efforts provided to involve community and local governments to participate in OFLP e.g. trainings, outreach (please specify the effort in answer).			

Information: Please read the following statements and indicate the degree to which you agree with each statement. Use a scale from 1-5, where 1 indicates strongly disagree; 2-disagree; 3-moderate; 4-Agree; 5 –strongly agree. There is also an option of answering "no opinion".					
		Definition of question	***Weight***	***Score***	***Justification for score***
1.	Sufficient **capacity** is in place to generate and disseminate forest and land use data at the state level.	Please identify answers in respect to: 1) Generation 2) Dissemination			
2.	Sufficient **capacity** is in place for using forest and land use data at the state level for policy and planning.	This question will measure the level of **usage** of forest and land use data at the state level for policy and planning purposes.			
3.	Sufficient knowledge exists on **technologies** and **approaches** that work on the ground that protect or expand forest cover.	This question will measure the access to technologies and approaches at regional and local level to increase forest cover. Please identify answers in respect to specific technologies and/or approaches.			
4.	OFLP is well known to beneficiaries and the general public in Oromia.	This question will measure how well OFLP is known among regional and local government, NGOs and private sector representatives.			
5.	Effective communication channels/tools for forest and land use management among relevant stakeholders exist.	This question will measure how successful OFWE has been in informing Government, NGO and private sector actors on OFLP activates. Please identify answers in respect to specific channel/tools and with respect to the specific group. Example, TV, Radio, Flyer, newsletter & others.			

Institutions: Please read the following statements and indicate the degree to which you agree with each statement. Use a scale from 1-5, where 1 indicates strongly disagree; 2-disagree; 3-moderate; 4-Agree; 5 –strongly agree. There is also an option of answering "no opinion".					
		Definition of question	***Weight***	***Score***	***Justification for score***
1.	Main relevant **state, regional, and local level bureaus** have sufficient resources; budget, human and operational, in place to implement actions related to forest and land use planning.	This question will measure the level of resources state level actors have to implement the OFLP. Please identify answers in respect to: 1) Sufficient budget to act on forest and land use management. 2) Human resources with sufficient capacity to act on forest and land use management. 3) Operational resources with sufficient capacity to act on forest and land use management.			
2.	The private sector provides support for actions related to forest and land use planning.	This question will measure the level of active support from the private sector for actions related to forest and land use planning. 1. Level of active support from the private sector for actions related to forest management.` 2. Level of active support from the private sector for actions related to land use planning.			
3.	The NGO sector provides support for actions related to forest and land use planning.	This question will measure the level of active support from the NGO sector for actions related to forest and land use planning. 1. Level of active support from the NGO sector for actions related to forest management. 2. Level of active support from the NGO sector for actions related to land use planning.			
4.	Coordination between **regional, zonal and local sector bureaus/institutions** related to forest and land use planning activities is effective.	This question will measure the level of experienced effective coordination between state level actors in relation to forest and land use planning. 1. Level of collaboration between state level actors in relation to forest management. 2. Level of collaboration between state level actors in relation to land use planning.			

AREA REFORESTED (ha) (** this template can be also used to collect information for programs implemented without grant*)

Name of the project: Oromia Forested Landscape Program				
Country: Ethiopia				
Sector: Environment				
Name of Implementing Organisation: ORCU/OEFCCA				
Zone: …….				
Woreda:……..Kebele…… Specific site name ……				
Indicator 2. . Area reforested (ha)	**Data to be collected**	**Responsible for data collection**	**Frequency**	**Data storage mechanism**
	Number of nursery established …… Total number of seedlings raisd during reporting period…… Name of species of seedlings raised: • Species A…….. • Species B: ……. • Species C…….. • etc ……. Average height of seedlings at a time of planting (M)…..	DA**,** WoEFCCA-Focal Point,WoANR (NR expert), WoRLAU (NR expert), OFWE district office expert	Quarterly	Soft copy and hard copy
	Afforestation in reported period: • Coordinate (GPS)…… • Afforestation area (ha) …….. • Planted species ……. • % survival rate of seedlings ……. • Weeding (ha)…….. • Pruning (ha)…….. • Thinning (ha) …… • Fire protection constructed (m)…….	DA**,** Woreda coordinator, WoEFCCA, WoANR (NR expert), WoRLAU (NR expert), OFWE district office expert	Quarterly	Soft copy and hard copy
	Refforestation in reported period: • Coordinate (GPS)…… • Refforestation area (ha)…….. • Planted species …… • Replanting area (ha)……. • Survival rate of seedlings (%)…….. • Weeding (ha)……. • Pruning (ha)…… • Thinning applied to forest (ha)……. • Fire protection constructed (m)…. …….	DA**,** Woreda coordinator, WoEFCCA, WoANR (NR expert), WoRLAU (NR expert), OFWE district office expert	Quarterly	Soft copy and hard copy

	Plantation established in reported period: • Coordinate (GPS)…… • Planted area (ha)…… • Planted species …… • Average survival rate (%)…….. • Weeding (ha)……. • Pruning (ha)……. • Thinning applied to (ha)……. • Fire protection constructed (m)……..	DA**,** Woreda coordinator, WoEFCCA, WoANR (NR expert), WoRLAU (NR expert), OFWE district office expert	Quarterly	Soft copy and hard copy
	Other forest activities: Assisted Natural Regeneration (ha)…….. Coppicing (ha)……. Others describe……			

DIRECT BENEFICIARIES (*this template can be also used to collect information for programs implemented without grant***)**

Name of the project: Oromia Forested Landscape Program		**Country**: Ethiopia	
Indicator 3: Direct project beneficiaries			
	Responsible: DA, WoEFCCA-Focal Point, WoANR (NR expert), OFWE- District expert, WoRLAU(NR expert),WoWME (NR expert)	**Frequency:** monthly	**Data storage mechanism:** Soft copy and hard copy
Data to be collected			
	Number of *woreda* / kebele-level experts trained on: (a) PFM……, (b) A/R……... (c) Land use planning…… (d) Extension…… (e) Other (specify)…..	Number of *Woreda*/kebele women expert trained on: (a) PFM……, (b)A/R…….. (c)Land use planning…… (d)Extension…… e) Other (specify)….	Percentage of women expert benefited from (a) PFM……, (b)A/R…… (c)Land use planning…… (d)Extension…… e) Other (specify)…..
	Total number of experts trained ……	Total number of women benefited ……	Percent of women benefited…….
	Number of Community members trained (a) PFM……, (b) A/R…… (c) Land use planning…… (d) Extension…… (e) Other (specify)...	Number of community members (women) trained on: (a) PFM……, (b)A/R…… (c)Land use planning…… (d)Extension…… e) Other (specify)….	Percentage of community member (women) benefited from (a) PFM……, (b)A/R…… (c)Land use planning…… (d)Extension…… e) Other (specify)…..
	Total number of experts trained ……	Total number of women benefited ……	Percent of women benefited……

FOREST AREA BROUGHT UNDER MANAGEMENT PLANS(*this template can be also used to collect information for programs implemented without grant***)**

<table>
<tr><td colspan="2">Name of the project: Oromia Forested Landscape Program</td><td colspan="2">Country: Ethiopia</td></tr>
<tr><td colspan="4">Indicator 4: Forest area brought under management plans</td></tr>
<tr><td></td><td>Responsible: DA, WoEFCCA-Focal Point, WoANR (NR expert), OFWE, District expert, WoRLAU(NR expert)</td><td>Frequency: Quarterly</td><td>Data storage mechanism: Soft copy and hard copy</td></tr>
<tr><td></td><td colspan="3">(a) Forest area brought under land-use plans(ha) ……..
• GPS Coordinate extent:…….
• Zone…….
• Woreda…….
• Kebele ……</td></tr>
<tr><td></td><td colspan="3">(b)Forest area managed under PFM Plans(ha)…….....
• GPS Coordinate extent:…….
• Zone…….
• Woreda…….
• Kebele ……..</td></tr>
<tr><td></td><td colspan="3">(c) Forest area under managed community-micro/critical watershed management plans (ha)……..
• GPS Coordinate: extent…….
• Zone…….
• Woreda……
• Kebele ……</td></tr>
<tr><td></td><td colspan="3">(d)Forest area managed as plantation plan, or other equivalent land use or management planning regime as a result of the program(ha)……...
.....
• GPS Coordinate extent:…….
• Zone…….
• Woreda……..
• Kebele ……</td></tr>
</table>

FOREST USERS TRAINED (NUMBER) (*this template can be also used to collect information for programs implemented without grant***)**

Name of the project: Oromia Forested Landscape Program			**Country**: Ethiopia
Indicator 5: Forest users trained (Number)			
	Responsible: DA, WoEFCCA-Focal Point, WoANR (NR expert), OFWE-District expert, WoRLAU (NR expert), WoWME (NR expert)	**Frequency:** Monthly	**Data storage mechanism:** Soft copy and hard copy
Data to be collected			
(a) Number of *woreda* experts/DAs trained on: • PFM approaches……. • Land-use planning……, …… • Social and environmental safeguarding……, …….. • Extension services,			
(b) Number of community members trained in A/R activities: • Tree seed collection and handling……. • Nursery establishment and management……, …….. • Planting, …….. • Weeding/tending…… • Pruning …… • Thinning……. • Woodlot establishment……. • Fire protection…….. • Others, specify ……..			
(c) Number of CBOs members trained on: • PFM approaches:…….. • Forest inventory…… • Conflict management…… • Forest management and use…… • Forest monitoring and evaluation…… • Forest based income generation activities…… • Benefit sharing …….. • Others, specify ……			
(d) **Total number of forest user trained:……..**			
(e) Number of female trained on A/R activities: • Tree seed collection and handling……..... • Nursery establishment and management ……; …… • Seedlings planting……., …….			

- Pitting/weeding……., ……
- PFM practices:…… ……
- Forest inventory ……. ……
- Forest management plan preparation……., ……
- Fire protection……..
- CBO strengthening and management…….

Total number of women trained…….....

LAND USERS ADOPTING SLM PRACTICES AS A RESULT OF THE PROGRAM (*this template can be also used to collect information for programs implemented without grant*)

Name of the project: Oromia Forested Landscape Program			**Country**: Ethiopia
Indicator 6: Land users adopting sustainable land management practices as a result of the program			
	Responsible: DA, WoEFCCA-Focal Point, WoANR (NR expert), OFWE-District expert, WoRLAU(NR expert) ,WoWME (NR expert)	**Frequency:** Quarterly	**Data storage mechanism:** Soft copy and hard copy
Data to be collected			
(a) Number of community members adopting A/R practices ……..			
(b) Number of CBOs members adopting PFM practices:……			
(c) Number of community members adopting SLM technologies (improved varieties of seeds, conservative tillage, etc) :…….**.....**			
Total number of farmers adopting A/R and PFM practices and shared forest based benefits……..			
(a) Number of females adopting A/R (planting tree seedlings, etc.); ……..			
(b) Number of female (CBO members) adopted PFM practices…….....			
(c) Number of females who have shared benefits from PFM, forest based income generation, etc……			
(d) Number of female adopting SLM technologies (improved varieties of seeds, conservative tillage, etc) :…….**.....**			
Total number of female adopted SLM, PFM and A/R **.....**(%)…….....			

DIRECT BENEFICIARIES THAT FEEL PROGRAM INVESTMENTS REFLECTED THEIR NEEDS (PERCENTAGE)

Name of the project: Oromia Forested Landscape Program			**Country**: Ethiopia
Indicator: 7- Direct beneficiaries that feel program investments reflected their needs (percentage)			
	Responsible: Consultant and ORCU-M&E- specialist	**Frequency:** Midterm and grant close	**Data storage mechanism:** Soft copy and hard copy
Data to be collected			
Percent of beneficiaries reflecting very high satisfaction (>4 scale), …….....			
Percent of beneficiaries reflecting medium satisfaction (1-4 scale), …….....			
Per cent of beneficiaries reflecting very dissatisfaction (≤1 scale), …….....			
Percent of women reflecting high satisfaction (>4 scale)……			
Percent of women reflecting medium satisfaction (1-4 scale)……			
Percent of women reflecting dissatisfaction (≤ 1scale)……			
Total number of women beneficiaries ……			
Total number of male beneficiaries …….....			
Number of male reflecting high satisfaction (>4 scale)…….....			
Number of male reflecting medium satisfaction (1-4 scale)……...			
Number of male reflecting dissatisfaction (≤ 1scale)……			
• How program is reflecting their needs and benefits them? – Number of women responding the program is improving their income…….. – Number of women responding the program is improving their social wellbeing……. – Number of women responding the program is introduced new kills…… • Other, specify……			

REFORMS IN FOREST POLICY, LEGISLATION OR OTHER REGULATIONS SUPPORTED

Name of the project: Oromia Forested Landscape Program			**Country**: Ethiopia
Indicator: 8- Reforms in forest policy, legislation or other regulations supported			
	Responsible: Woreda coordinator, WoANR (NR expert), OFWE district office expert, ORCU-Institutions and policy specialist, WoEFCCA	**Frequency:** Annual	**Data storage mechanism:** Soft copy and hard copy
Data to be collected			
a) Support provided to formulate: – Forest policies…….Yes/No – Forest proclamation / regulations….. Yes/No – Forest program……. .Yes/No – Forest governance …….....Yes/No – Policy briefs produced, ……..... Yes/No			
b) Technical assistance/ support provided to reforms : – Forest sector ……. Yes/No – Forest institutions……. Yes/No			
c) Support given to: – PFM approaches harmonization……,…….. Yes/No – Forest community bylaws formulation…… ……Yes/No – Support forest community tenure rights assurance……..Yes/No – Other, specify			

GRIEVANCES REGISTERED RELATED TO DELIVERY OF PROGRAM BENEFITS ADDRESSED

Name of the project: Oromia Forested Landscape Program			**Country**: Ethiopia
Indicator: 9-Grievances registered related to delivery of program benefits addressed			
	Responsible: WoEFCCA-Focal Point,WoANR (NR expert), OFWE district office expert, ORCU- safeguards specialists, WoWME (NR expert)	**Frequency:** Annual	**Data storage mechanism:** Soft copy and hard copy
Data to be collected			
Grievance system established in a site ……..,……..(Yes/No)			
Number of grievance registration book opened at a given site,…….			
The number of complaints received…….			
The number of these complaints that are resolved. …….....			
Percent of complaints resolved…….....			
Percent of complaint not resolved…….....			

MRV SYSTEM ESTABLISHED AND MAINTAINED AT NATIONAL AND OROMIA LEVELS

Name of the project: Oromia Forested Landscape Program			**Country**: Ethiopia
Indicator: 10- MRV system established and maintained at national and Oromia levels			
	Responsible: ORCU-MRV specialist, EFCCC, WoEFCCA-Focal Point, WoANR (NR expert), OFWE District expert	**Frequency: Emission factor:** calculated every five years**; Activity data:** calculated every two years.	**Data storage mechanism:** Soft copy and hard copy
Data to be collected			
MRV system established and applied in OFLP (Yes/ No),……			
Methods used to estimate GHG emission reduction are consistence with that of the methods used in baseline emission calculation (Yes/No) ……..			
Methods used to determine forest carbon stock is consistent with MRV formulated by EFCCC and one applied in Oromia (Yes/No)…….			
Annual forest cover and forest carbon stock change documented (Yes/No);……			
Availability of MRV tools and equipment and regularly calibrated (Yes/No)….			
Method of forest cover and forest carbon stock calculation are documented Yes /No); ……...			
Expert and community members understood the procedures of forest inventory and carbon determination (Yes/No),……..			
Number of staffs and experts trained on MRV system ….			

BENEFIT SHARING MECHANISM (BSM) ESTABLISHED AND MAINTAINED

Name of the project: Oromia Forested Landscape Program			**Country**: Ethiopia
Indicator: 11- Benefit Sharing Mechanism (BSM) established and maintained			
	Responsible: ORCU-safeguard specialist, WoEFCCA-Focal Point, WoANR (NR expert), OFWE District expert	**Frequency:** Annual	**Data storage mechanism:** Soft copy and hard copy
Data to be collected			
Is the BSM established and maintained in OFLP (Yes/No)……..			
Are you getting some kind of benefit for managing the forest? ……. (Yes/No)			
If "Yes" What kinds of benefits are you getting? .. ……			
How do you share the benefits among the community members and with other stakeholders? …….			
What percent of payment disbursed to beneficiaries from carbon credit……..			
Is there any mechanism for grievance redressing in relation to BSM established (Yes/No);…… If "Yes" • Number of grievance registration book opened at a given site,……. • The number of complaints received…… • The number of these complaints that are resolved. …….....			
Is the BSM effective and transparent at all levels on distribution of benefits among the stakeholders ……Yes/No……..…….			
What other benefits other than carbon credit are you getting from forest management? • Spices and coffee • Seedling production for income • Fuel saving stove • Fruit tree planting • Others, specify …….			

SAFEGUARDS SYSTEM ESTABLISHED AND MAINTAINED

Name of the project: Oromia Forested Landscape Program			**Country**: Ethiopia
Indicator: 12- Safeguards system established and maintained			
	Responsible: ORCU-safeguard specialist, WoEFCCA-Focal Point, WoANR (NR expert), OFWE District	**Frequency:** Annual	**Data storage mechanism:** Soft copy and hard copy
Data to be collected			
Are the site specific safeguards instruments for subprojects financed by the grant (PFM and A/R) and other related initiatives (e.g., RIP etc) prepared? ✓ The eligibility of program activity checked by development agent; ✓ Further screening done by WoEFCCA for eligible program activity' ✓ The availability of environmental and social management plan (ESMP) & Integrated Pest Management Plan (IPMP) if required; ✓ The availability of bylaw and land certification			
Are the local communities properly consulted? ✓ The inclusion of gender and vulnerable groups in OFLP subprojects during local communities consultations			
Is the capacity building training on safeguards management provided for experts at different administration level? ✓ Number of experts trained at Regional level, Zonal and Woreda level			
Are OFLP safeguards instruments documents (ESMF, RPF, PF, SA, ESMP etc) available in both hard & soft copies at all administrative levels?			
Is the established Grievance Redress Committee (GRC) for the program functional? ✓ Awareness provided for GR committee ✓ Number of grievances registered and resolved/unresolved			
Does selected tree species meet with the local environment and communities' preferences? ✓ The criteria in place for tree species selection			
Is the procedure and process of safeguards management properly documented? ✓ List of stakeholders engaged, ✓ Evidences such as pictures and minutes showing local community consulted and expert trained ✓ GRM committee established ✓ Prepared site specific safeguard instruments			

EMISSION REDUCTION IN THE OFLP ACCOUNTING AREA ($MTCO_2E$)

Name of the project: Oromia Forested Landscape Program		**Country**: Ethiopia	
Indicator: 13-Emission Reduction in the OFLP accounting area($MtCO_2e$)			
	Responsible: ORCU-MRV Specialist/ EFCCC,WoEFCCA-Focal Point,	**Frequency: Emission factor:** calculated every five years**; Activity data:** calculated every two years.	**Data storage mechanism:** Soft copy and hard copy
Data to be collected			
Carbon sinks by Afforestation (Mt CO2e). Forest stand:		Carbon sinks by Refforestation (Mt CO2e). Forest stand:	
(a) Average tree diameter (cm).....		a) Average tree diameter (cm)-----	
(b) Average tree height, (m).....		b) Average tree height, (m)------	
(c)Tree species ----------		c) Tree species.....	
(d) Forest area (ha)----------		d) Forest area (ha).....	
(e) Forest carbon stock (biomass)/ha.....		e) Forest carbon stock (biomass)/ha.....	
(f) ER (Mt CO2e)……..		f) ER (Mt CO2e)……..	
Carbon sink by Forest plantation: forest stand:		Carbon emission reduction by reducing gross deforestation areas (Mt CO2e).	
a) Average tree diameter (cm)		a) Deforestation from natural forest area decreased by……(ha)	
b) Average tree height, (m)			
c) Tree species,			
d) Forest area (ha)			
e) Forest carbon stock (biomass)/ha			
f) ER (Mt CO2e)……..			

GROSS DEFORESTATION REDUCTION IN THE OFLP ACCOUNTING AREA (ha)

Name of the project: Oromia Forested Landscape Program			**Country**: Ethiopia
Indicator: 14-Gross deforestation reduction in the OFLP accounting area (ha)			
	Responsible: ORCU-MRV Specialist/ EFCCC,WoEFCCA-Focal Point,	**Frequency:** Annual	**Data storage mechanism:** Soft copy and hard copy
Data to be collected			
Gross reduction of deforestation area in ha _____ due to: – Increased afforested and reforested area (ha)…… – Forest management plan improved (ha),…….. – Improved forest protection (forest area protected (ha)**.....** – Community awareness (number of community member trained/ receive awareness)…….. – Social and environmental benefits (land rehabilitation, etc.)…… – Incentive mechanisms (number of communities obtained benefits)….. – Other, describe ……			

Annex 5. OFLP Indicators reporting template

COMPOSITE INDEX

Data consolidation: M&E Specialist

Indicator: Composite index	Cluster 1		Cluster 2		Cluster 3		Cluster 4		Overall Mean score	Mean Index
	Mean score	Index	Mean score	Index	Mean score	Index	Mean score	Index		
Data to be collected										
The Oromia Government has an internal mechanism to leverage addition carbon financing and other funding for improved land use.										
Capacity to leverage more Carbon financing - ODA										
Capacity to leverage more Carbon financing - Gov										
Capacity to leverage more Carbon financing -Private										
Capacity to leverage more Carbon financing - Other										
Relevant legal provisions sufficiently **support PFM** adoption and implementation.										
Forest governance is improving via consistent enforcement of forest and land use legislation, fair judiciary regarding forest crimes, forest guard capacity to enforce fairly and community empowerment to manage forests.										
Capacity to enforce forest and land use Legislation										
Fair Judiciary making of forest crimes										
Forest guard capacity to enforce laws fairly										
Community empowerment to manage forest										
Community forest tenure is secure.										
Communities have access to alternative non-fuel wood/charcoal energy options										
Level of stakeholders consultation during policy formulation										
Efforts are made to enhance community and local government participation in forest management and land use planning.										
Information										
Sufficient capacity is in place to generate and disseminate forest and land use data at the state level.										
Capacity to generate forest and land use data										
Capacity to disseminate forest and land use data										
Sufficient **capacity** is in place for using forest and land use data at the state level for policy and planning.										
Sufficient knowledge exists on **technologies** and **approaches** that work on the ground that protect or expand forest cover.										

OFLP is well known to beneficiaries and the general public in Oromia.										
Effective communication channels/tools for forest and land use management among relevant stakeholders exist.										
Institution										
Main relevant state, regional, and local level bureaus have sufficient resources; budget, human and operational, in place to implement actions related to forest and land use planning.										
Sufficient budget available										
Sufficient human resources available										
Sufficient operational resources available										
The private sector provides support for actions related to forest management and land use planning.										
Private sector support forest management										
Private sector support land use planning										
The NGO sector provides support for actions related to forest and land use planning.										
NGO support forest management										
NGO support land use planning										
Coordination between regional, zonal and local sector bureaus/institutions related to forest and land use planning activities is effective.										
State level collaboration for forest management										
State level collaboration for land use planning										

AREA REFORESTED (ha)

Data consolidation: Woreda level: Woreda Coordinator; Cluster/Zone level: Lead Facilitator/Safeguards coordinator; Region level: Forest Resource Specialist; Program level: M&E Specialist

Indicator 2: Area reforested (ha)	Number of nursery established	Number of seedling raised by species	Number of seedlings planted by species	% of seedlings survival rate by species	Total area reforested (ha), i.e., afforested, reforested, & Plantation
Cluster 1					
Woreda 1					
Site 1					
Site 2					
Site n					
Woreda n					
Site 1					
Site n					
Cluster 2					
Woreda 1					
Site 1					
Site 2					
Site n					
Woreda n					
Site 1					
Site n					
Cluster 3					
Woreda 1					
Site 1					
Site 2					
Site n					
Woreda n					
Site 1					
Site n					
Total (ha)					

DIRECT BENEFICIARIES

Data consolidation: Woreda level: Woreda Coordinator; Cluster/Zone level: Lead Facilitator/Safeguards coordinator; Region level: Social Safeguard Specialist; Program level: M&E Specialist

Indicator 3: Direct beneficiaries	PFM	Land use planning	Safe-guarding	Extension	Total
Cluster 1					
Woreda 1					
Number of experts trained					
Number of women (experts) trained					
Percent of women (expert) trained					
Number of Community members trained					
Number of women (community members) trained					
Percent of women (Community members) trained					
Woreda n					
Number of experts trained					
Number of women (experts) trained					
Percent of women (expert) trained					
Number of Community members trained					
Number of women (community members) trained					
Percent of women (Community members) trained					
Cluster 2					
Woreda1					
Number of experts trained					
Number of women (experts) trained					
Percent of women (expert) trained					
Number of Community members trained					
Number of women (community members) trained					
Percent of women (Community members) trained					
Woreda n					
Cluster 3					
Woreda 1					
Woreda-n					
Total (ha)					

FOREST BROUGHT UNDER MANAGEMENT PLANS

Data consolidation: Woreda level: Woreda Coordinator; Cluster/Zone level: Lead Facilitator/Safeguards coordinator; Region Level: Forest Resource Specialist; Program level: M&E Specialist

Indicator 4: Forest area brought under management plans	PFM Forest area brought under land-use plans(ha)	Forest area managed under PFM Plans (ha)	Forest area under managed community-micro/critical watershed management plans (ha)	Forest area managed as plantation plan, or other equivalent land use or management planning regime as a result of the program(ha)	Total (ha)
Cluster 1					
Woreda 1					
Kebele-1					
Kebele-2					
Kebele-n					
Woreda-2					
Kebele-1					
Kebele-2					
Kebele-n					
Woreda n					
Kebele-1					
Kebele-2					
Kebele-n					
Cluster 2					
Woreda1					
Kebele-1					
Kebele-2					
Kebele-n					
Cluster-3					
Woreda-1					
Kebele-1					
Kebele-n					
Woreda-n					
Kebele-1					
Kebele-n					
Total (ha)					

FOREST USERS TRAINED (NUMBER)

Data consolidation: Woreda level: Woreda Coordinator; Cluster/Zone level: Lead Facilitator/Safeguards coordinator; Region Level: Forest Resource Specialist; Program level: M&E Specialist

dicator-5: Forest users trained (Number)	PFM	A/R	Land use planning	Safe-guarding	Extension	Total
Cluster 1						
Woreda 1						
Number of *woreda* experts/DAs trained						
Number of community members trained						
Number of CBOs members trained						
Number of female trained						
Woreda n						
Number of *woreda* experts/DAs trained						
Number of community members trained						
Number of CBOs members trained						
Number of female trained						
Cluster 2						
Woreda1						
Number of *woreda* experts/DAs trained						
Number of community members trained						
Number of CBOs members trained						
Number of female trained						
Woreda-n						
Cluster-3						
Woreda-1						
Number of *woreda* experts/DAs trained						
Number of community members trained						
Number of CBOs members trained						
Number of female trained on A/R						
Woreda -n						
Total (ha)						

FOREST USERS TRAINED (NUMBER)

Data consolidation: Woreda level: Woreda Coordinator; Cluster/Zone level: Lead Facilitator/Safeguards coordinator; Region Level: Forest Resource Specialist; Program level: M&E Specialist

dicator-6: Land users adopting sustainable land management practices as a the program	PFM	A/R	SLM	Total
Cluster 1				
Woreda 1				
Number of community members adopting A/R practices				
Number of CBOs members adopting PFM practices				
Number of community members adopting SLM technologies				
Total number of farmers adopting A/R and PFM practices				
Number of Females adopting A/R				
Number of women (CBO members) adopted PFM practices				
Number of female adopting SLM technologies				
Total number of female adopted SLM, PFM and A/R (%)				
Woreda n				
Number of community members adopting A/R practices				
Number of CBOs members adopting PFM practices				
Number of community members adopting SLM technologies				
Total number of farmers adopting A/R and PFM practices				
Number of Females adopting A/R				
Number of women (CBO members) adopted PFM practices				
Number of female adopting SLM technologies				
Total number of female adopted SLM, PFM and A/R (%)				
Cluster 2				
Woreda1				
Number of community members adopting A/R practices				
Number of CBOs members adopting PFM practices				
Number of community members adopting SLM technologies				
Total number of farmers adopting A/R and PFM practices				
Number of Females adopting A/R				
Number of women (CBO members) adopted PFM practices				
Number of female adopting SLM technologies				
Total number of female adopted SLM, PFM and A/R (%)				
Woreda-n				

Number of community members adopting A/R practices				
Number of CBOs members adopting PFM practices				
Number of community members adopting SLM technologies				
Total number of farmers adopting A/R and PFM practices				
Number of Females adopting A/R				
Number of women (CBO members) adopted PFM practices				
Number of female adopting SLM technologies				
Total number of female adopted SLM, PFM and A/R (%)				
Cluster-3				
Woreda-1				
Number of community members adopting A/R practices				
Number of CBOs members adopting PFM practices				
Number of community members adopting SLM technologies				
Total number of farmers adopting A/R and PFM practices				
Number of Females adopting A/R				
Number of women (CBO members) adopted PFM practices				
Number of female adopting SLM technologies				
Total number of female adopted SLM, PFM and A/R (%)				
Woreda-n				
Number of community members adopting A/R practices				
Number of CBOs members adopting PFM practices				
Number of community members adopting SLM technologies				
Total number of farmers adopting A/R and PFM practices				
Number of Females adopting A/R				
Number of women (CBO members) adopted PFM practices				
Number of female adopting SLM technologies				
Total number of female adopted SLM, PFM and A/R (%)				
Total				

DIRECT BENEFICIARIES THAT FEEL PROGRAM INVESTMENTS REFLECTED THEIR NEEDS (PERCENTAGE)

Data consolidation: Woreda level: Woreda Coordinator; Cluster/Zone level: Lead Facilitator/Safeguards coordinator; Region/Program level: M&E Specialist

dicator-7: Direct beneficiaries that feel program investments reflected their ercentage)	Dissatisfaction (≤ 1)	Medium satisfaction (1-4)	High satisfaction (>4)	Remarks
Cluster 1				
Woreda 1				
Kebele-1				
Percent of beneficiaries reflecting very high satisfaction				
Percent of beneficiaries reflecting medium satisfaction				
Per cent of beneficiaries reflecting very dissatisfaction				
Total number of women beneficiaries				
Percent of women reflecting high satisfaction				
Percent of women reflecting medium satisfaction				
Percent of women reflecting dissatisfaction				
Total number of male beneficiaries				
Number of male reflecting high satisfaction				
Number of male reflecting medium satisfaction				
Number of male reflecting dissatisfaction				
Cluster n				
Woreda n				
Kebele-n				
Average satisfaction				

Additionally, describe how the program is reflecting the beneficiaries' needs and benefits.....**.....**

REFORMS IN FOREST POLICY, LEGISLATION OR OTHER REGULATIONS SUPPORTED

Data consolidation: Woreda level: Woreda Coordinator; Cluster/Zone level: Lead Facilitator/Safeguards coordinator; Region Level: Institution and Policy Specialist; Program level: M&E Specialist

Indicator-8: Reforms in forest policy, legislation or other regulations supported	Cluster/Zone								Region level
	Woreda 1						Woreda-n		
	Kebele 1			Kebele 2			Kebel -n		
	Site 1	Site 2	Site-n	Site 1	Site 2	Site-n	Site 1	Site-n	
Support provided to formulate Forest policy (Yes/No)									
Support provided to formulate Forest proclamation / regulation (Yes/No)									
Support provided to formulate Forest program (Yes/No)									
Support provided to formulate Forest governance (Yes/No)									
Policy briefs produced (Yes/No)									
Ssupport given to PFM approaches harmonization (Yes/No)									
Ssupport given to Forest community bylaws formulation (Yes/No)									
Ssupport given to forest community tenure rights assurance (Yes/No)									

Additionally, if there is any other supports please describe here.....

GRIEVANCES REGISTERED RELATED TO DELIVERY OF PROGRAM BENEFITS ADDRESSED

Data consolidation: Woreda level: Woreda Coordinator; Cluster/Zone level: Lead Facilitator/Safeguards coordinator; Region Level: Social Safeguard Specialist; Program level: M&E Specialist

Indicator-9: Grievances registered related to delivery of program benefits addressed	Cluster/Zone								Region level
	Woreda 1						Woreda-n		
	Kebele 1			Kebele 2			Kebel -n		
	Site 1	Site 2	Site-n	Site 1	Site 2	Site-n	Site 1	Site-n	
Grievance system established in a site (Yes/No)									
Number of grievance registration book opened at a given site									
The number of complaints received									
The number of these complaints that are resolved									
Percent of complaints resolved									
Percent of complaint not resolved									

Additionally, if there is any other issues please describe here.....

MRV SYSTEM ESTABLISHED AND MAINTAINED AT NATIONAL AND OROMIA LEVELS

Data Consolidation: MRV specialist and MRV Assistant

Indicator-10: MRV system established and maintained at national and Oromia levels	Yes/No
MRV system established and applied in OFLP intervention site	
Methods used to estimate GHG emission reduction are consistence with that of the methods used in baseline emission calculation	
Methods used to determine forest carbon stock is consistent with MRV formulated by EFCCC and one applied in Oromia	
Annual forest cover and forest carbon stock change documented	
Availability of MRV tools and equipment and regularly calibrated	
Method of forest cover and forest carbon stock calculation are documented	
Expert and community members understood the procedures of forest inventory and carbon determination	
Number of staffs and experts trained on MRV system…… • At Woreda level …… • At Zone level …… • At Region level ……..	

Additionally, if there is any other issues please describe here.....

BENEFIT SHARING MECHANISM (BSM) ESTABLISHED AND MAINTAINED

Data Consolidation: Woreda level: Woreda Coordinator; Cluster/Zone level: Lead Facilitator/Safeguards coordinator; Program level: M&E Specialist

Indicator-11: Benefit Sharing Mechanism (BSM) established and maintained	Yes/No
Is the BSM established and maintained in OFLP	
Is the BSM effective and transparent at all levels on distribution of benefits among the stakeholders	
Is a system established to address grievance mechanism and monitoring the effective use of the benefits by each beneficiary?	
What percent of payment disbursed to beneficiaries (community)?	

Additionally, if there is any other issues please describe here.....

SAFEGUARDS SYSTEM ESTABLISHED AND MAINTAINED

Data Consolidation: Woreda level: Woreda Coordinator; Cluster/Zone level: Lead Facilitator; Program level: M&E Specialist

Indicator-12: Safeguards system established and maintained (Yes/No)	Yes/No
Is safeguards system established and becomes operational (Yes/No)	
Number of safeguards officer employed and capacitated by the program (Number)	
Number of sectoral experts trained on safeguards (Number)	
Number of communities/ individual participated on awareness creation on safeguards per kebele (Number)	

Additionally, if there is any other issues please describe here.....

EMISSION REDUCTION IN THE OFLP ACCOUNTING AREA ($MTCO_2E$)

Data Consolidation: ORCU-MRV Specialist/ EFCCC

Indicator-13: Emission Reduction in the OFLP accounting area($MtCO_2e$)	Mt CO2e
Net ER in (MtCO2e) calculated from Carbon sinks A/R and gross deforestation reduced	
• Carbon sinks by Afforestation	
• Carbon sink by Refforestation	
• Carbon sink by Forest plantation	
• Carbon emission reduction by reducing gross deforestation areas	
Total ER	

FIELD DATA COMPILATION TEMPLATE: Gross deforestation reduction in the OFLP accounting area (ha)

Data Consolidation: ORCU-MRV Specialist/ EFCCC

ıdicator-14: Gross deforestation reduction in the OFLP accounting area (ha)	
Forest area saved from deforestation as a result of the intervention as compared to against base line……. – Increased afforested and reforested area (ha)…… – Forest management plan improved (ha),…….. – Improved tending operations.....	

Annex 6. OFLP Annual Reporting Template

Name of the project: Oromia Forested Landscape Program		
Country: Ethiopia	**Region: ……..**	
Sector: Environment		
Name of Implementing Organisation: ORCU/OEFCCA		
Funding source :	**Reporting period**	**Type of report:**
……WB	From……..to……., year……..	Quarter Report: …… Bi-annual:…….. Annual Report:…….
Reported by…….		

1. Introduction/Background

2. Methodology

[Provide here the details on the methodology employed to accomplish the activities]

3. Results

3.1 Routine activities

Activity	Unit	Annual Plan	Physical Performance						Remarks [If variance, reason for the variance]
			Reporting Period			Up to this reporting period			
			Plan	Actual	% Accom	Plan	Actual	% Accom	
1									
2									
Up to the end									

3.2 Result Framework

Indicators	Unit	Program plan	Annual Plan	Physical Performance						Remarks [If variance, reason for the variance]
				Reporting Period			Up to this reporting period			
				Plan	Actual	% Accom	Plan	Actual	% Accom	
1.1										

Indicators	Unit	Program plan	Annual Plan	Physical Performance						Remarks [If variance, reason for the variance]
				Reporting Period			Up to this reporting period			
				Plan	Actual	% Accom	Plan	Actual	% Accom	
1.2										
Up to the end										

4. Other activities during the reporting period

[Please list here all the activities that took place and where not planned in the work plan [field trips, local workshops, etc]

5. Challenges encountered and action taken

6. Annexes

Please list all reports and documents, other than progress reports, but including consultant's reports, finalized by the project during the reporting period only

Annex 7. Traffic light system for tracking indicator performance

Indicators	Unit	Annual Plan	-----Reporting period			Traffic color: Red-poor performance; Yellow-medium performance; Green-Best performance)	Cumulative target of Program plan	Cumulative actual Performance of program	% of achieved	Traffic color: Red-poor performance; Yellow-medium idem performance; Green-Best performance	Reason for deviation and Measure to enhance performance
Grant			Plan	Actual	% Accom		Plan	Actual	% Accomplished		
1.Score on composite index for tracking changes in the enabling environment for reducing deforestation and forest degradation	No.										
1a. Incentives (policy, laws, regulations, markets)	No.										
1b. Information (generation and dissemination)	No.										
1c. Institutions	No.										
2 Area reforested	ha										
3.Direct project beneficiaries	No.										
3a. Female beneficiaries	No.										
4.Forest area brought under management plans	ha										
5. Forest users trained	No.										
5a. Female forest users trained	No.										
6. Land users adopted sustainable land management practices as a result of the program	**No.**										
6a. Female land users adopted SLM practices	No.										
7. Beneficiaries that feel project investments reflected their needs	**%**										
7a. Beneficiaries that feel program investments reflected their needs -female	%										

(number)											
7b.Total beneficiaries- female	No.										
7c.Total beneficiaries –male	No.										
7d. Beneficiaries that feel project investments reflected their needs -male	No.										
8. Reforms in forest policy, legislation or other regulations supported	Yes/ No.										
9.Grievances registered related to delivery of program benefits addressed	%										
10. MRV system established and maintained at national and Oromia levels	Yes/ No.										
11.Benefit Sharing Mechanism (BSM) established and maintained	Yes/ No.										
12. Safeguards system established and maintained	Yes/ No.										
ERPA											
1. Emission Reductions in the OFLP accounting	M t CO_2e										
2. Gross deforestation reduction in the OFLP accounting area	ha										
3. Established MRV system and maintained at national and Oromia levels	Yes/ No.										
4.Benefit Sharing Mechanism (BSM) established and maintained	Yes/ No.										
5. Safeguards system established and maintained	Yes/ No.										

Annex 8. OLFP intervention sites

Zone	Woreda	Name of specific intervention Sites			
Guji	Bore	Site 1	Site 2	Site 3	Site n
	Ana sora	Site 1	Site 2	Site 3	Site n
	Uraga	Site 1	Site 2	Site 3	Site n
	Hara Wolabu	Site 1	Site 2	Site 3	Site n
	AdolaRede	Site 1	Site 2	Site 3	Site n
	OdoShakiso	Site 1	Site 2	Site 3	Site n
	Girja	Site 1	Site 2	Site 3	Site n
	Wadera	Site 1	Site 2	Site 3	Site n
West Guji	AmbalaWamana	Site 1	Site 2	Site 3	Site n
	BirbirsaKojowa	Site 1	Site 2	Site 3	Site n
	Karacha	Site 1	Site 2	Site 3	Site n
	SurroBagudo	Site 1	Site 2	Site 3	Site n
	DugdaDawa	Site 1	Site 2	Site 3	Site n
	BuleHora	Site 1	Site 2	Site 3	Site n
Borana	Arero	Site 1	Site 2	Site 3	Site n
KelemWallega	Anfillo	Site 1	Site 2	Site 3	Site n
	Sayo	Site 1	Site 2	Site 3	Site n
	Hawa Galan	Site 1	Site 2	Site 3	Site n
	YamaaWalal	Site 1	Site 2	Site 3	Site n
	Gidami	Site 1	Site 2	Site 3	Site n
	Dale Wabera	Site 1	Site 2	Site 3	Site n
	Dale Sadi	Site 1	Site 2	Site 3	Site n
	JimmaHoro	Site 1	Site 2	Site 3	Site n
	LaloKile	Site 1	Site 2	Site 3	Site n
	SadiChanka	Site 1	Site 2	Site 3	Site n
	GawoKebe	Site 1	Site 2	Site 3	Site n
West Wallega	SayoNole	Site 1	Site 2	Site 3	Site n
	NoleKaba	Site 1	Site 2	Site 3	Site n
	Guliso	Site 1	Site 2	Site 3	Site n
	Ayira	Site 1	Site 2	Site 3	Site n
	BojiChokorsa	Site 1	Site 2	Site 3	Site n
	Lalo Asabi	Site 1	Site 2	Site 3	Site n
	Yubdo	Site 1	Site 2	Site 3	Site n
	BojiDirmaji	Site 1	Site 2	Site 3	Site n
	Jarso	Site 1	Site 2	Site 3	Site n
	LataSibu	Site 1	Site 2	Site 3	Site n
	Nejo	Site 1	Site 2	Site 3	Site n
	Kiltu Kara	Site 1	Site 2	Site 3	Site n
	ManaSibu	Site 1	Site 2	Site 3	Site n
BunoBedele	Bedele	Site 1	Site 2	Site 3	Site n
	Gechi	Site 1	Site 2	Site 3	Site n
	Didessa	Site 1	Site 2	Site 3	Site n
	Chora	Site 1	Site 2	Site 3	Site n
Illu Aba bor	Darimu	Site 1	Site 2	Site 3	Site n
	AlgeSachi	Site 1	Site 2	Site 3	Site n
	Halu	Site 1	Site 2	Site 3	Site n
	Bure	Site 1	Site 2	Site 3	Site n
	Becho	Site 1	Site 2	Site 3	Site n
	Didu	Site 1	Site 2	Site 3	Site n
	Ale	Site 1	Site 2	Site 3	Site n

	Metu	Site 1	Site 2	Site 3	Site n

Annex 9. OFLP 5-Years M&E Implementation Plan

1. Introduction

In Ethiopia, the economic development is mainly based on the agriculture. A large number of populations residing in the rural areas are directly or indirectly dependent on substance agriculture and natural capital such as forest to sustain their livelihoods. This situations coupled with rapidly growing human population have created enormous pressure on the natural resources. As a result, the natural resource base of the country has been degrading from time to time and reducing agricultural productivity and exposed a considerable number of people to food insecurity and chronic poverty. This in turn, aggravates the vulnerability of rural community to climate change and its impacts. This situation is further worsening by the higher extreme weather conditions and increased rainfall variability.

The government of Ethiopia has recognized the situations and committed itself to pursue sustainable and low carbon development path-ways. To this end, the Government of Ethiopia has formulated the Climate Resilient Green Economy (CRGE) strategy aiming to achieve middle-income status by 2025 and through applying low carbon, resilient, green growth actions (CRGE 2011)

The strategy is built on four key pillars; of which one is to reduce deforestation and forest degradation and enhancement forest management. The significant portion of the forest of the country is located in Oromia National Regional State which accounts about 41 percent of the total forest resources of country (PAD, 2017). Thus, conservation of Oromia Forest Landscape will contributes to the global, national and regional efforts to reduce GHGs emissions while providing a number of ecosystem services to the local communities.

As part of an effort to reverse the ongoing deforestation and forest degradation problems in the region, the Oromia Forested Landscape Program (OFLP), a national REDD+ pilot has been initiated. It is a programmatic umbrella platform for multi-sector, multi-partner interventions on all forested landscapes in Oromia. The most important objective of the program is to reduce net greenhouse gas emissions from the land use sectors and improve sustainable forest management across the boundaries of the Oromia National Regional State. It is now being implemented throughout Oromia Region in 287 rural *woredas'* with major emphasis on already identified 49 hotspot *woredas'* where the deforestation are highest, where strategically critical rivers originate.

The implementation of OFLP led by Oromia Environment, Forest and Climate Change Authority (OEFCCA) while day-to–day and routine activity implementation undertaken by ORCU. Development partner "BioCarbon Fund (BioCF)" is financially supporting the implementation program. In addition, different federal, Oromia regional state bureau's and their structures up to grass root levels, and other stakeholders including NGOs and private sectors are involved along with local communities with identified roles and responsibilities.

To coordinate and facilitate the implementation of the Program, designing and implementing M&E system is very crucial to manage the program activities. As part of OLFP M&E system or operational manual, a five-year M&E plan was also developed as separate and complementary document. The plan helps or guide where the M&E system should focus on while operationalizing the OFLP M&E system. Thus, to support the effective and efficient program implementation this 5- years M&E plan is elaborated as an important parts of the M&E system. M&E plan document encompasses a brief introduction and background context of the program, followed by the concise description of the purpose of the M&E plan. A brief description of the result based M&E and major focus of M&E is presented below. The RF

indicators matrix, M&E activity plan, data quality assurance mechanisms, traffic light system and estimated budget were presented in such an order.

2. Background and context of the OFLP

Oromia National Regional State is endowed with diverse and large forested landscapes that are vital for national and regional ecosystem services. However, the escalating deforestation and forest degradation are increasingly become threat to such resources and it services. The OFLP has been designed and launched in order to address and reverse the ongoing deforestation and forest degradation problems in the region. OFLP is the first in its kind and serves as coordination platform where by different sectors; partners are involved in the implementation processes. The aim of the program is to reduce net Green House Gases (GHGs) emissions from various land use types across the boundaries (wall-to-wall) of the Region that covers about 287 rural *woredas*. However, the grant invests emphasis on the 49-hotspot*woredas'*andthe development partners and government expected to cover the rest of the *woredas*.

A grant of US$18 million has been secured from the World Bank's Bio-Carbon to implement the OFLP in the next five-years. The grant is remarked for two main program components: to realize "enabling investments" which is aimed at ~~a~~address deforestation, reduce land-use based emissions, and enhance forest carbon stocks and developing an "enabling environment" to enhance forest statewide-ships local communities, capacitate local institutions, incentives, information, and safeguards the society and environment in selected *woredas'* of Oromia. The grant will create other opportunities to tap further economic benefits from emission reduction(ER) to be realized over the coming 10 years period through the mechanism of Emission Reduction Purchase Agreement (ERPA). Indeed, Bio-Carbon Fund has shown commitment to purchase up to 10 million verifiable emission reductions.

For effective implementation of OFLP, ORCU is seeking to design robust and workable monitoring and evaluation system for the program. The purpose of the M&E system is to assist the collection of quantitative and qualitative data and information that enables to truck whether the program objectives are being achieved or not, identify existing gaps, providing reliable data for the taking remedial actions, and allow for ongoing learning and feedbacks. More importantly, the M&E system to be developed should assist not only generating timely and reliable data that can be a basis for decisions making to enhance program implementation, but also ensure accountability and transparence through employing participatory M&E approach.

In light of this fact, ORCU has commissioned a consultancy work to consultant who will develop five-year M&E work plan along with a robust and result based M&E System operational manual.
Taking the program context, and the assignment given by the client, the M&E implementation plan has developed. The plan is designed to support M&E specialist, *Woreda* and Zonal coordinators/ facilitators, MRV specialists, coordinator, partners, donors, to undertake program monitoring and evaluation as per the elaborated plan and take the correct action when necessary to move the program forwards and meet its objectives.

M&E implementation plan encompasses introduction and background context of the program, followed by the concise description of the purpose of the M&E plan. A brief description of the result based M&E and major focus of M&E presented. The RF indicators matrix, M&E activity planand indicative budget, data quality assurance and mechanisms, traffic light system are presented in such an order. Refer the operational manual for field data collection sheet /template/.

3. Purposes of M&E work plan

From the onset, it is clear that well-coordinated and properly functioning M&E system is a critically important part of program management to deliver the intended objectives and results. In view of this fact, the purpose of this M&E implementation plan is to supports and provides guidance to OFLP to

implement result based M&E system. Furthermore, M&E plan will enables the program to timely gather reliable data/ information on indicators analyze and produce information that can be used to:

- Make evidence based decision-making to management and improve program performance,
- Promote organizational learning and knowledge sharing among key partners and program implementers and beyond,
- Ensure accountability and compliance by vividly demonstrating and reporting whether the planned activities have been carried out and anticipated outputs obtained as agreed,
- Support result based monitoring that enhance program accountability to governments, beneficiaries, donors, public at large, and
- Support the program coordination and management through proactively reporting on emerging/compelling situations for promote corrective actions or to manage risk.

4. Program M&E

In the context of OFLP, the M&E system must be result oriented. The results-based monitoring and evaluation (M&E) described as an important tool for development program management to track the progress and demonstrate the impact of a given program(World Bank,2004).Result based M&E is important to improve the program management (planning and budgeting, enforces the focus on implementation and reporting), builds knowledge and learning and ensures accountability. In this approach, result based M&E should emphasis on results/outcomes and impacts. Thus, results-based management (RBM) is an approach to program management based on clearly defined result frameworks and methodologies/ tools to measure results that the program inspired to achieve. Building and sustaining results-based M&E systems requires continuous commitment, time, effort, and resources. Monitoring and evaluation is a critical part of RBM. Continues monitoring and evaluation is crucial for clear and accurate reporting on the results achieved by the program.

4.1 Program monitoring (approaches/procedures)

Program monitoring is the regular and important activities of collecting and analyzing data/ information to track progress against set plans and checking compliance to established standards. Thus, monitoring processes should be geared towards ensuring that results are achieved, not only focus on ensuring that all activities and outputs get produced as planned.

It is suggested that program monitoring should focus on the following key areas:

- Results monitoring- whether the program is on target towards its intended results (outputs, outcomes, impacts) and whether there may be any unintended impact (negative), without losing sight on and tracking the use of inputs and resources, the progress of activities and the delivery of outputs. It is also necessary to examine the efficiency in terms of time and resources with which activities are delivered.
- Monitoring should pay attention and consider donor regulations, grant and contractual requirements and standards, and local governmental regulations.
- Assessing and identifying risks and assumptions, and unexpected issues like larger political, institutional, funding, and policy context that affect the program.
- Beneficiary contact monitoring to gather information on; perceptions of community towards the program, their level of satisfaction or complaints with the program, their participation, access to resources/ benefits and their overall experience of change.
- Monitoring institutional development and capacity building in the program and with its partners.
- Monitoring should be systematic, based upon predetermined RF indicators.
- Whenever possible, monitoring should be participatory, involving key stakeholders.

- Monitoring needs to be timely, so information can be readily used to inform program implementation.

4.2 Program Evaluation (approach/procedures)

Basically, program evaluation usually undertaken periodically. Internal evaluations like Participatory evaluation which is often led by responsible person for Program M&E, and involve representative program beneficiaries and other key stakeholders are encouraged for empowering; building their capacity, create sense of ownership among them. Joint Monitoring Mission (JMM)is also important part of internal evaluations to conduct periodically in collaboration with program participants /implementers, development partners, to build consensus at different levels, credibility and joint support. In this regard, real-time evaluations assist the program implementation as it provides and immediate feedbacks to improve ongoing implementation.

Apart from internal evaluation, mid-term and final evaluation is usually undertaken by external and independent evaluator/consultant/ who has deep technical expertise and skill in the field.

Evaluation is basically undertaken systematically and objectively as possible, to draw pertinent conclusions about five key aspects of the program intervention. These include:

(a) Relevance:

- Whether the program has clearly identified their target beneficiaries.
- The program is meeting the real needs and interest of beneficiaries.
- The levels of real needs are met.

(b) Effectiveness:

- The program implementation resulted in the desired changes/impacts/ in the lives of the target beneficiaries.
- The program has timely deliver set of results which are contributing towards achieving set of program objectives.

(c) Efficiency:

- The efficiency of the program in terms of using inputs (financial technical, materials), and benefits reach beneficiaries.
- Whether the program inputs are the best available resources to achieve the desired results and, the program targets are achieved on planned timelines.

(d) Impact:

- The program is contributing towards the solution of the identified core problems.
- Contribution towards the long-term development goals.
- The changes brought by the program sustain after the life of the program.

(e) Sustainability:

- The program beneficiaries and partners are capacitated and enabled to sustain the changes brought by the program.
- The program in strategies, organizational structures is institutionalized within respective entities.

- In case, the program not delivered anticipated changes, desirable or un-desirable, what are the major bottlenecks/constraints for the target beneficiaries/communities?

In addition to aforementioned key points, attention should be given to identify and document best lessons and practices.

5. OFLP Indicators

The indicator matrix table is developed to provide insight on the overall indications how to measure the achievement of results and objectives, and answers questions as to what measures? When? Who will measures? It also indicates sources of data and tools for data collection. Detailed description of the OFLP indicators are presented in M&E system or operational manual (Table 4).

6. Data quality assurance and mechanisms

6.1 Data quality assurance

Data quality assurance is one of the important tasks of M&E specialist and other staffs who will be involved in program data collection, analyses and reporting at different levels. Ensuring data quality is very crucial and is the base to measure set of indicators of program results frameworks; achieved outcomes and impacts; to generate reliable information and inform program manager, decision makers, donors, partners of the program and stakeholders interested in the program achievements. Thus, it is crucial to undertake data quality assessment regularly starting from program intervention site and at different levels during data collection, analysis, transcription, managing and reporting. Problems identified in the data quality assessment processes need to be clearly communicated and appropriate corrective actions should be taken immediately in the way that it should not be repeated in other intervention areas.

In order to ensure data quality, regularly assessing six elements of data quality (validity, reliability, precision, integrity, timeliness and completeness) is important. Brief description of the elements of data quality and mechanisms for data quality assurance are briefly presented below, and the data quality assessment checklist is attached in Annex 3.

Data Validity- assessment of data to identify whether data collected and measured are a true reflection of the performance being measured and having a clear and direct relationship to the indicator result framework of the Program. Data must be true representations of a given indicator. Invalid data can originated from measurement error such as sampling and non-sampling errors, using data which are not clearly and directly related to specific indicator. Mechanisms to control the validity of the data include: *Checking whether data collected is in line with specific indicator, inspecting specific indicator definitions, verifying processes, transcription error, sampling error, checking for proper disaggregation of data where required, and sample size and selection.*

Reliability of data- refers to the consistency of the measurement and data collection tools, maintenance, analysis, and reporting process using consistent procedures. Data are considered to be reliable if the methods by which they are collected and analyzed remain stable /the same over time. Thus, data collection and analysis methods should be documented in writing and being used to ensure that the same procedures are being followed each time. Means of controlling the reliability of the data include: *Consistent use of standardized data collection and analysis methods, and applying the same reporting template; data verification process at all levels; recording corrections and adjustments; training staffs; regular verification of consistency and compliance with methods /procedures; recording corrections and adjustments; and checking procedures/methods/ used are not changed by one who is using them and when or how often they are used.*

Data Precision - refers measure of bias or error or data is insufficient detail. Poor precision can result in double counting or inaccuracy in data disaggregation e.g., by sex, from of reported numbers. Usually, it is good to show the level of precision or the margin of error should be reported along with the analyzed data. Mechanisms to control data precision include: *training staffs; listing/recording/ target beneficiaries for each multiple services (e.g., trainings, other benefits) provided to the same individual; disaggregation variables on standard data collection template tools/methods; and on site verification of collected data.*

Data Integrity- it is a measure of truthfulness of the data. Error or bias can be introduced by either human or technical means, willfully or unconsciously. Data that have integrity are protected by a system that reduces the occurrence of bias (either by transcription error or deliberate manipulation). Mechanisms to control data integrity include: *The procedures must in place to minimize data transcription errors; independent data collection tools(random sampling where applicable) and assessment procedures; prevent unauthorized changes to the data through controlled access to data and secure storage; on site and verification at different levels; and spot checks and cross checks.*

Timeliness- refers to availability of data, and whether data reported as soon as possible after being collected. Performance data is collected and processed frequently enough to regularly inform program management decisions and is sufficiently current to be useful in decision-making. Mechanisms to control timeliness: *Set schedule of due dates for each level of data flow and aware the staffs; dissemination plan that takes into account information needs of program management; data trace and verification that measures timeliness; Adequate number and qualification of staffs should be assigned to timely handle data collection, process and reporting; allocate enough time to M&E responsibilities; adequate financial and logistical resources to ensure timely performance, for instance, resources for (travel, training, procurement of equipment/ instruments and tools); data trace and verification with sources document; and checking whether the program's information is updated.*

Completeness - information from which the results are derived is appropriately inclusive: it represents the complete list of eligible persons/beneficiaries or units and not just a fraction of the list.

Confidentiality- some clients information are assured that their data will be maintained. This means that personal data are not disclosed inappropriately. Mechanisms: *data in hard copy and electronic form are treated with appropriate levels of security (e.g. kept in locked cabinets; and files are protected by password.'*

6.2 Data verification mechanisms

Data verification is simply, an act of assessing data accuracy, completeness and consistency as an internal control practices during data collection, transmission, management and reporting that serve to determine the overall reliability of the collected data. Data verification tool can be used by those who will involve in the program implementation, partners, CBOs and program staffs, and ME specialist at all levels.

Data quality assurance mechanisms- during collection:

1. Definitions of each indicator must be used for specific data collection,
2. Consistently use methods of data collection described for each indicator,
3. Provide trainings for employees responsible for data collection so that staffs are skilled trained in proper procedures and methods,
4. Incomplete data should be identified and extent of missing data should be reported,
5. Lead Facilitator or M&E specialist should make periodic visit to small sample of HH, farmers, etc. for cross checking as required.

6. Systematic review of collected data and compare values collected across time and location, identify outliers, recheck and make correction or recount the indicator parameters as the case
7. Respond to data quality problems (respond to data quality issues identified during routine cross-checks and respond to limitations identified during a data quality assessment).
8. Data verification:
    - Check calculations of data
    - Check for obvious inaccuracies of data
    - Checks the consistency of data
    - Re-checked of data against source information (folders, case files, etc.)

Data quality assurance mechanisms- during transmission

- Checking for copying error or typing error
- Data entry procedures is available and used by data entry personnel
- The same method used for all data entry program in all locations
- Data is entered one time only and corrected by the original entrant,

Data quality assurance mechanisms- during management

- Follow systematic way to store/maintain original data files/program records
- Database management should have back-up
- Good to have database entry procedures
- Partners should have the same data management system, coordination across partners
- Existing data should have a duplicate copies or back-up
- Establish data security - Firewalls/ password protection, access levels, etc.
- Strategies to safeguard beneficiary confidentiality

Data verification mechanisms- during reporting

Do Simple calculation –data verification involves recalculating results from source documents and a simple. Calculation is to determine the accuracy of reported data. The level of accuracy is measured by percentage variance, which is defined as the variance between the recalculated value compared to what was reported. The formula used to calculate variance is as follows:

$$\% \text{ Variance} = \frac{\text{Reported value} - \text{Verified value}}{\text{Verified value}} \times 100$$

Where the resultant value is a positive variance (+), it reflects over-reporting and negative (-) variances reflect under-reporting. A threshold of +/- 5% variance has been suggested for high quality data. Repeated application of this tool at each quarter per site can be reduced, when 90% or more of indicators assessed have variance less than +/-5% and this has been sustained for 6 or more months (suggested, but program can decided). Additionally, setting margins of error for data accuracy limits is also important.

6.3 Site level data verification

Assess Validity –

- Check whether indicator definition is followed
- Checking for proper disaggregation of data where required,
- Sample size and selection

Assess Reliability

- Checking consistent usage of data template when collecting over time?
- Training for individuals that collect data?
- consistent application of methods for data collection and analysis

- Checking arithmetic manipulations,

Assess Timeliness

- Respect data collection schedule (usually completed quarterly, biannually and annually (see: indicator table under frequency)

Assess Precision

- Checking for manipulation errors,
- Checking for transcription errors,

Assess Integrity

- Use of standardized data collection template,
- Approval by immediate supervisor of the individual who has completed data collection
- Data storage in hard copy,

6.4 Data flow

To ensure data quality, there must be a regular data flow process starting from the source to the end users. Accordingly, data flow steps are: **sources -> collection-> collation->analysis ->reporting-> use.**

Each step is described as follows:

Sources-the sources of data for indicator measuring can be generated from field measurement, reports, documents, etc. (See Table1, column6, of OFLP Indicators). The process of gathering data that are generated from various activities implemented by the program, and are relevant to indicators described under program result framework. Data can be **collected** using: questionnaires, household survey, forest inventory, observations and existing records. **Collation** refers to taking all the data that's been collected and combining it to create summary information for use in data analysis. This can be done by manually or application of computer at a different levels (Woreda, Zonal and ORCU levels). **Analysis** - is involves review and manipulation of data. Depending on the type of data and the purpose, analysis will be undertaken using statistical soft -ware/ methods.Analysis enables data users to understand or interpret the results so as to present the data in a way it gives invaluable information to decision maker or program coordinator. **Reporting-**based on the processed data, presenting useful information to provide program implementers, stakeholders, beneficiaries and partners an opportunity to inform them about the progress of the program, problems encountered, successes in achieving results indicators. However, report is prepared primary to inform decision-makers and management about the program. **Use** of the information can help the users to decide timely and appropriate decisions. Yet, different users may require different types of information for various purposes. Data flow and the institutional arrangement / responsible bodies are presented in Table 2 as follows.

Table2: Data flow, responsibility and key activities of responsible person/body

Data flow	Responsibility	Activities of responsible body
Sources	ORCU-M&E specialist and Safeguard Specialist, MRV Specialist, Sector Offices (BoANR, BoWME etc.)experts,	• ORCU/M&E specialist responsible for data collection on composite index, and other indicators from different sources- reports, records, documents experts, communities, etc. • ORCU/MRV Specialist, responsible for MRV system establishment, maintenance and ER etc., • ORCU/Safeguard specialist for data on establishment of safeguard mechanisms and its maintenance, • Sector offices (BoANR, BoWME, etc.) experts generate data on: area reforested, forest mange by plan, adaptation of SLM, etc from reports, records, document review etc.
Collection	ORCU(Woreda	• ORCU (Woreda Coordinators, Zonal Lead Facilitators M&E

	Coordinator, Lead facilitator /M&E Specialist and Safeguard Specialist, MRV Specialist), Sector Offices (BoANR, BoWME etc, experts)	Specialist and MRV Specialist involve in collection of data on indicators using survey, questionnaires, forest inventory, etc. , • Sector offices (BoANR, BoWME etc. experts are engaged in data collection on indicators
Collation	ORCU (Woreda Coordinators, Lead Facilitator, M&E Specialist and MRV Specialist)	• *Woreda* coordinators combine data from various *woredas'* and sites; Lead Facilitator combine data obtained from *Woredas*,' zones' and Sectors Offices; and M&E specialist will combine data, summarize and generate information at Program levels, • MRV Specialist collation of data on ER, gross reduction of deforestation, etc.,
Analysis	ORCU-M&E Specialist MRV Specialist,	ORCU/M&E Specialist and MRV Specialist undertake data analysis using software (SPSS) or computer excel
Reporting	ORCU-M&E specialist	M&E Specialist produce report and ORCU Coordinator disseminate report via OFLP.
Use	ORCU, VPO,WB, OEFCCA, EFCCC	• OEFCCA/ORCU use the /information /report for program steering and program management , • VPO, WB, OEFCCA, and EFCCC- use report for coordination and taking decisions among others.

6. 5 Data management,

Program data management system often involves three key activities (1) document Retention, (2) data storage, and (3) data verification process.

Document Retention

For how long will documents, ranging from source data to reports, be retained by the program? The program may establish its own procedures or policy in compliance with donor and government rules (*e.g., at least 3 years retention after completion of grant activities)*.

Data storage

Data storage refers to where the source documents and reports are kept; how often data backed up taken; who has access to data and documents; who can manipulate the data, means of data storage (hard copy, soft copy and/or both).

Data Verification Process

Data verification refers to checking or verifying the data sources, and verifying data for common errors such as transcription errors, calculation errors, under-reporting, over reporting, inconsistency, range inconsistency, copying errors, use of estimates, wrong reporting period andincomplete reports. The institutional arrangement or responsibilities at different levels with respect to data management is highlighted in Table 3 below.

Table 3: Institutional arrangement for data management, responsible bodies and key tasks.

Key task of data management	Responsible bodies	Key activities
Document Retention,	OFLP/ORCU (*Woreda* Coordinator, Zone	• *Woreda* Coordinator should retain source documents/ reports, Program records, field data collected, data received from sectors etc. for a period decided by OFLP and

	Facilitator, ORCU M&E Specialist, MRV Specialist), Sector Offices such as OFWE, BoANR, BoWME, etc.	partners/ donors • Zonal Lead Facilitator retain original documents such as reports and field collected data, and other program documents received form *Woredas'* and Sectors Offices for a period decided, • ORCU M&E Specialist documents source reports, data collected on indicators, and program records, etc. • MRV Specialist retains field data and reports related to ER, gross reduction of deforestation, etc. for decided period , • Sector offices such *Woreda* OFWE, and others retain sources documents reports, records, etc. for decided period
Data storage	OFLP/ORCU (*Woreda* Coordinator, Zone Lead Facilitator, ORCU M&E Specialist, MRV Specialist), Sector Offices such as OFWE, BOA, etc.	• At Woreda level, the coordinator should store data and reports, records both in hard and soft copies, take back-up in hard disk frequently, limit access to data, • Zonal Lead Facilitator should also store source documents for data and reports and other program documents received form *Woredas'* and Sectors Offices both in hard and soft copies; take back-up regularly, and limit access to data to these who are permitted • ORCU M&E Specialist store data collected on indicators, and program records both in hard and soft copies. Facilitate provision of hard copies and ensure safe storage of sources documents. Facilitate trainings or awareness on sources document retention, data storage and access, related issues • MRV Specialist store data related to ER, gross reduction of deforestation, in hard copies and soft copies etc. take back-up regularly, limit access to data and manipulation. • Sector Offices such *Woreda* OFWE, BoANR, and others store data, records and reports in hard and soft copies, take back-up.
Data verification process.	OFLP/ORCU (*Woreda* Coordinator, Zone Lead Facilitator, ORCU M&E Specialist, MRV Specialist), Sector Offices such as OFWE, BOA, etc.	• At *Woreda* level, the Coordinator should verify data received from different sites and Sector Offices for: data transposition error, calculation error, copying error, use of estimate, inconsistency, over and under reporting, incompleteness, etc. • Zonal Lead facilitator should also verify these errors (see the above) while receiving data from *woredas'* and zonal sector offices'. • OFLP/ORCU M&E specialist verify for data error (see types of error in bulletin above) when receiving data from zonal facilitators, internal compilation, and report preparation. Facilitate trainings and awareness raising for sector offices' on data verification processes • MRV Specialist should also verify field data related to ER, gross reduction of deforestation area, etc. for errors, and error that may occurs during internal compilation, and reporting • Sector Offices such *Woreda* OFWE, BoANR, and others

		offices should undertake data verification for errors before storage and reporting

7. M&E activity plan and estimated indicative budget.

Table 4: Shows the Five Years OFLP Monitoring and Evaluation Activity Plan and Estimated Budget.

Table-4: OFLP Monitoring and Evaluation Plan and indicative Budget

NO.	Monitoring and Evaluation Activities	Year-1				Year-2				year-3				Year-4				Year-5				Estimated budget (USD)*	Remarks
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4		
1	Operationalizing of M&E system – International M&E consultant																					70,000	
2	Capacity building trainings on M&E for staffs and others ,																					40,000	
3	Consultant provide backstop on M&E system																					2,500	
4	Quarterly Program implementation report																					-	This activity can be done by program staffs
5	PrepareBi-annual program implementation report																					-	This activity can be done by program staffs
6	Prepare Annual program implementation report																					-	This activity can be done by program staffs
7	Conduct field based program implementation monitoring and data collection on: area reforested, trainings, forest managed by plan, adoption of SLM, beneficiaries satisfaction levels, BSM, grievance, safeguards, MRV, ER, achievements of indicators, etc. **																					34,080	10 days
8	Project progress review and annual plan preparation																					20,000	Workshop - 20 people
9	Conducting Joint monitoring Missions (JMM)(at least twice a year, before and after rainy seasons)																					14,600	
10	Monitoring and evaluation- composite index,																					24,920	
11	Program mid-term evaluation by independent consultant																					25,000	
12	Third Party Verification(ER)																					60.000	
13	Program final Evaluation																					45,000	
14	Terminal Report (at least one month before end of five years)																					-	This activity can be done by program staffs
	Total																					**336,100.00**	

*49 W*oreda*; 50USD/day expert, DA; 2USD/day for community &CBO; ** See below for the details

Field based OFLP monitoring

Monitoring should be participatory and involve representatives of all relevant stakeholders that are directly or indirectly affected by the project. Field based OFLP monitoring should be monitored by different groups at various levels. For OFLP, monitoring should be coordinated at regional, cluster/zone and *woreda* levels. The findings of monitoring activitiesshould be presented on review meeting and coordination platforms with the major emphases on achievement of indicators, data verification/triangulation/, challenges and lessons observed. The field monitoring can be undertaken at three levels: regional levels, cluster and woreda/kebele/ levels as shown in Table 5.

Table-5. Show, level of field monitoring at different levels, participants, sites to be visited, frequencies and focus area

Mentoring activities	**Composition of the Participants**	**Site to be visited**			**Frequency of monitoring**	**Remarks (Focus area)**
Field based monitoring		**Cluster**	***Woreda***	**Site**		
(1) Regional level Coordinated monitoring						
3 teams at a time (every time the team should visit new *woredas* and new sites)	– ORCU M&E Specialist , MRV Specialist – OEFCCA Focal point – Lead Facilitator – *Woreda* Coordinator – Implementing partners –as deemed necessary	Cluster 1 (South-West)	– 2 hotspots – 3 non-hotspot	10% of the intervention sites	Quarterly	Key achievement of indictors, challenges, and lessons
		Cluster 2 (Central)	5 non-hotspots	10% of the intervention sites		
		Cluster 3 (South-East)	– 2 hotspots – 3 non-hotspot	10% of the intervention sites		
(2) Cluster level Coordinated monitoring						
3 clusters	– Lead Facilitator – *Woreda* Coordinator – Implementers zonal experts – Implementing *Woreda* experts	All zones	Every monitoring should cover about 25 % of the *woreda*s in the zone and at least 2 hotspot & 3 non-hotspot *woreads* .	10-20 % of the intervention sites	Quarterly	Key achievements of indicators, challenges, reported data verification
(3) *Woreda*/kebele/site level coordinated monitoring						
	- Wooreda Coordinator - Implementing *Woreda* experts, DA - Community representatives - Representatives of CBOs	All woredas'	– All hotspots – 25% of non-hotspots	All sites	Quarterly	Achievements of indicators, reported data triangulation, challenges

8. Traffic light system

The Traffic light system is used to track achievement of indicators. The system has three light colors to be given based on the achievement of each indicator. “Green light “ is given for good and very good achievement of indicator; “Yellow light” for medium achievement and “Red light” for poor and under achievement of indicator. In the case of medium and poor achievements, deviation or variation and measures to correct must be explained. Traffic light table constructed to present planned and achieved indicator to make concerned staffs, manager and decision maker, etc. to know the status of program performance, and sometimes used to make them alert in case of poor performance. Table 6 shows example of traffic light system.

Table 6. Traffic light system for indicator

Indicators	Unit	Annual Plan	-----Reporting period			Traffic color: Red-poor performance; Yellow-medium idem performance; Green-Best performance	Cumulative target of Program plan	Cumulative actual Performance of program	% of achieved	Traffic color: Red-poor performance; Yellow-medium idem performance; Green-Best performance	Reason for deviation and measure to be taken to enhance performance
Grant			Plan	Actual	%		plan	actual	%		
1.Score on composite index for tracking changes in the enabling environment for reducing deforestation and forest degradation (Number)											
1a. Incentives (policy, laws, regulations, markets)											
1b. Information (generation and dissemination)											
1c. Institutions											
2 Area reforested (ha)											
3.Direct project beneficiaries (Number)											
3a. Female beneficiaries											
4.Forest area brought under management plans (ha)											
5. Forest users trained (Number)											
5a. Female forest users trained											
6. Land users adopted sustainable land management practices as a result of the program (Number)											
6a. Female land users adopted SLM practices											
7. Beneficiaries that feel project investments reflected their needs (percentage)											

7a. Beneficiaries that feel program investments reflected their needs -female (number)											
7b.Total beneficiaries- female (number)											
7c.Total beneficiaries –male (number)											
7d. Beneficiaries that feel project investments reflected their needs -male (number)											
8. Reforms in forest policy, legislation or other regulations supported											
9.Grievances registered related to delivery of program benefits addressed (Percentage)											
10. MRV system established and maintained at national and Oromia levels (Yes/No)											
11.Benefit Sharing Mechanism (BSM) established and maintained (Yes/No)											
12. Safeguards system established and maintained (Yes/No)											
ERPA											
1. Emission Reductions in the OFLP accounting (M t CO_2e)											
2. Gross deforestation reduction in the OFLP accounting area (ha)											
3. Established MRV system and maintained at national and Oromia levels (Yes/No)											
11.Benefit Sharing Mechanism (BSM) established and maintained (Yes/No)											
5. Safeguards system established and maintained (Yes/No)											

Annex 10. M&E Training Manual

As part of the effort to develop an M&E system for the program, M&E training manual was prepared to offer capacity building trainings and advisory support for OFLP staff and others. The training manual is intended to enhance the capacity of the implementers with the support of M&E operational manual. The training manual highlights what is considered and has proven to be good practice in OFLP M&E development and implementation. The development of this M&E training manual is mainly based on the prepared M&E operational, 5-years M&E plan taking into account OFLP documents, including PIM, PAD, technical paper and other literatures about M&E in general. The detailed training manual that encompasses: training programme, each training session guides and annexes is separately presented.

Annex 119. TOR

REQUEST FOR EXPRESSIONS OF INTEREST (CONSULTING SERVICES - INDIVIDUAL CONSULTANT SELECTION)

COUNTRY: **ETHIOPIA**
NAME OF PROJECT: **ETHIOPIA - OROMIA NATIONAL REGIONAL STATE FORESTED LANDSCAPE PROGRAM**
PROJECT ID NO.**: P156475**
GRANT NO.: **TA 4442 and TF A4467**
ASSIGNMENT TITLE**: CONSULTING SERVICES FOR ESTABLISHING M&E SYSTEM FOR OFLP**
REFERENCE NO.: **OFLP/ORCU/IC/68/2017**

The Oromia Environment, Forest and Climate Change Authority (OEFCCA) through the Ministry of Environment, Forest and Climate Change has received financing from the World Bank towards the cost of implementation of the Oromia National Regional State Forested Landscape Program (OFLP), and intends to apply part of the proceeds for consulting services to for establishing the M&E system for the OFLP.

GENERAL OBJECTIVE

The overall objective of the assignment is to design a cost-effective and simple to implement M&E System for the OFLP, which is guided by an overarching Program Development Objective (PDO), under which there is a PDO for the grant and a PDO for the ERPA, with a results framework for each and provide training on the M&E system established to all concerned stakeholders for effective implementation of the system.

SPECIFIC OBJECTIVES

The specific objectives of the consultancy are to:

- Develop M&E manual for operationalizing the monitoring and evaluation framework for OFLP which includes detailed implementation arrangements and templates;
- Design method and tools for data collection for each output indicator that helps to monitor, evaluate and generate regular information related to the progress of OFLP;
- Lead the baseline survey for OFLP based on the indicators set if deemed necessary;
- Prepare a detailed five year work plan that outlines the procedure for M&E implementation;
- Establish data collection and reporting formats for capturing quantitative and qualitative information;
- Develop a workable strategy for managing and storing M&E data system-wide;
- Establish protocols for capturing and managing spatially relevant information in the context of Geographic Information system (GIS) as part of the larger data management framework;
- Prepare training manual and provide capacity building trainings to OFLP staff on M&E, data collection and processing methods and use of monitoring tools and
- Identify existing and potential M & E gaps for the OFLP.

SCOPE OF WORK

The consultancy services will be provided to Oromia National Regional State to strengthen the M&E of project activities, inputs and associated outputs (both intermediary and Final) under the two program components of the OFLP, namely; Enabling Investment and Environment, and for other relevant activities implemented by sectors, partners including by the local community. The consultancy service also includes technical support to ORCU team to help them operationalize the M&E System established at all level through providing trainings and continued technical back up.

MINIMUM QUALIFICATIONS AND EXPERIENCE REQUIREMENT

The International M&E Consultant should have:

- Excellent analytical, oral and written communication skills in English language and
- Demonstrated skills in applications of RS and GIS in ILUP;
- Master's or higher level degree in Economics, Agricultural economics, Natural resource management economics, Forest economics, Environmental economics, Project management or related fields;
- Minimum of A minimum of 10 years experience in design and implementation of monitoring and evaluation systems and baseline surveys;
- Experience in developing, monitoring and reporting of result/performance based indicators for program/projects related to sustainable forest management, natural resources management, climate change;
- Demonstrated experience of working for World Bank funded projects;
- High level technical capacity, practical experience and deep knowledge of REDD+ mechanism and other related global climate change policy frameworks related to land use;
- Excellent analytical, oral and written communication skills in English language and

- Demonstrated skills in applications of RS and GIS;

SUPERVISION AND RESPONSIBILITY

The International M&E Consultant will work under the overall supervision of OFLP Coordinator, in the OEFCCA, and the direct supervision of the ORCU's M&E Specialist. S/he will closely work with M & E and MRV specialists to ensure data consistency, transparency, efficiency and proper documentation of data related to forest resources and land uses. Furthermore, the consultant will work with other relevant land use sectors in Oromia National Regional State and also will receive inputs from the Ministry of Environment, Forest and Climate Change (MEFCCC), other relevant ministries and the World Bank Task Team as appropriate. ORCU will facilitate and convene critical stakeholders meetings to the consultant, provide relevant information/documents on the Program as well as engage through each consultative process.

TIME FRAME

The consultancy assignment will be delivered in a period of up to six months (from Nov. 15, 2017 - May. 14, 2018).

The Oromia REDD+ Coordination Unit housed at Oromia Environment, Forest and Climate Change Authority, now invites eligible Individual Consultants to indicate their interest in providing the Services. Interested Consultants should provide information demonstrating that they have the required qualifications and relevant experience to perform the Services in the form of Curriculum Vitae (CV) together with their applications.

The attention of interested Consultants is drawn to paragraph 1.9 of the World Bank's *Guidelines: Selection and Employment of Consultants [under IBRD Loans and IDA Credits & Grants by World Bank Borrowers* dated January 2011, revised July 2014 ("Consultant Guidelines"), setting forth the World Bank's policy on conflict of interest.

A Consultant will be selected in accordance with the Individual Consultant selection method set out in the Consultant Guidelines.

Further information can be obtained at the address below during office hours (8:30 AM to 12:30 PM and 1:30 PM to 5:30 PM).

Expressions of interest must be delivered in a written form to the address below (in person, or by mail, or by fax) within 14 working days from the date of this announcement on United Nations Development Business or on Ethiopian Herald newspaper).

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