

CEPF SMALL GRANT FINAL PROJECT COMPLETION REPORT

Organization Legal Name:	Organization for Social Development
Project Title:	Enhancing Public-Private partnership for the conservation of Sheka biosphere Reserve
Date of Report:	March 30, 2017
Report Author and Contact Information	Alexander Melese

CEPF Region: Sheka Zone (Masha Woreda, AnderchaWoreda, YekiWoreda, Masha Town Administration, Tepi Town Administration)

Strategic Direction: Direction 1, to mainstream biodiversity into wider development policies, plans and projects to deliver the co-benefits of biodiversity conservation, improved local livelihoods and economic development in priority corridors.

Grant Amount: \$ 20,000.00

Project Dates: March 1, 2016 – February 28, 2017

Implementation Partners for this Project (please explain the level of involvement for each partner):

- Sheka zone Bureau of Forest and Environment unit: as a key stakeholder in the area of environmental conservation;
- Sheka zone Bureau of Labor and Social Affairs: the bureau has a stake regarding employment, and socio-economic activities;
- Sheka zone Investment unit: the bureau is key stakeholder as it serves as the private sector's unified voice.
- Private organizations operating in the area: there are nearly forty five big and small scale tea and coffee development plantations.

Conservation Impacts

Please explain/describe how your project has contributed to the implementation of the CEPF ecosystem profile.

Please summarize the overall results/impact of your project against the expected results detailed in the approved proposal.

The aforementioned activities have the following output/result:

1. A standard training manual on environmental conservation and CSR is developed by TH consultancy firm based on winning a bid for call for consultancy advertised on the Daily monitor May 26, 2016.

2. Based on the developed training manual on corporate social and environmental responsibility, training was delivered for participants drawn from the private sector, relevant government bureaus and community representatives. It was held in Brehan hotel at Mizan town on September 6 & 7, 2016. A total number of eleven private establishments attended the event in both days. Government stakeholders like Bureau of Labor and Social Affairs, Sheka zone Investment unit and Sheka zone forest and environment unit take part in the event attentively. Community representatives from the three woredas of Sheka zone namely Masha, Andracha and Yeki allocated two people from each area.
3. Together with inputs forwarded in the training program, a guideline on environmental conservation and CSR for the private sector was developed by the consultancy firm. The six part guideline covers Environmental and Social leadership commitment, Environmental and Social Focal points, places and target areas in companies; Environmental and Social Responsibility Planning and Strategizing; Environmental and Social policy development; Environmental and Social Response Action Planning; and Environmental and Social response planning.
4. As corporate social and environmental responsibility is a novice concept, it needs regular advocacy work to become realistic in the policy frameworks of companies as well as on practical dispatches. Under this project eight coffee and tea developing companies were selected to incorporate the developed CSER guideline. Around four companies out of the total eight are at the level of 'project' meaning not yet staged in full production phase. These newly established firms have taken a great initiation in the incorporation process. And this is manifested for example: Yepo coffee and spice development is reviewing the document under each criteria with discussions held at Addis Ababa with top management teams. The essence of this deliberation is duly noticed as it serves as an input in other investment areas. Age old and well established investments like Teppi green coffee showed some reluctance to operate their social and environmental undertaking in an organized, well formatted and documented manner as indicated in the CSER guideline. Without getting heavily attached as to why, it was better

to pin point the economic advantages of having a Social and Environmental Policy framework. Despite this effort the absence of a charismatic character soaked in bleach all the process. The only investment from tea cultivation which became beneficiary of the project, i. e. East African Agri-Ceft Chewaqa tea state, appointed a person to monitor the progress of policy incorporation. In spite of the halt of this process for some time due to management shift within the company, the effort is still undergoing.

5. As a government organ opting to create conducive environments for conservation initiatives, there are still limitations on the amount of effort needed to perceive a better natural environment. Forest and environmental offices's attempt to recapture the scenes observed in the Sheka biosphere area twenty years back is facing abundant setbacks. Based on the inquiries conducted, after the biosphere was recognized internationally, there were necessary developments that became realistic on the ground. The major advancement is the obligation of investors to produce Environmental Impact Assessment (EIA) and Environmental and Social Impact Assessment (EISA) prior to engagement in installation or production. Based on the produced material the Forest and Environmental office accepts, rejects or requests for fulfillment of necessary factors in the document. Notwithstanding the allotment by the office the investor is also required to produce an Environmental Management Plan (EMP) prior to undertaking any operation. The horrific truth behind the curtain of this tremendous achievement is that these developed materials are prepared by conservation consultants having investment outlooks. They neglected their professional as well as citizenry duty by preparing the document without their presence on the investment site. As a catalyst to this burning fire, bribed government hired environmental professionals as well as officials allotted lands based on investor's preferences. In addition to these negative factors, the Forest and Environmental office is equipped with politicized less numbered human resource in all three woredas of Sheka zone.
6. Organizational gaps refer mostly to the institutional set up at the selected plantations that may hinder or facilitate the performance of the plantations and

their inter-linkages across production activities or life cycles. It also relates to limitations of the internal functioning capacity of different company's department. The questions that were asked under organization dimension attempted to capture how facility's or organization's has sought to address the environmental impacts of its production activities through technical measures and innovations and their role toward reducing the environmental problems; provide information on the motivations on decisions regarding facility's or organization's environmental practices and relations with stakeholders.

The system dimension capture a system currently in place to exchange information within the facility's or organization's environmental management systems and tools as well as capacity building. The goal is to build on existing system or recommend on new one that will comply environmental standards through capacity building programs. To assess the capacity of the company against system dimension a range of questions were used that touch areas such as whether environmental management system are in place and integrated with other systems.

Human resource capacity gaps refer to the knowledge of all over staffs on general environmental policy of Ethiopia. Thus, one of the purposes is to build their capacity so that such activities are incorporated into any environmental concerns.

The following table illustrates the capacity gaps prevailing across the coffee and tea plantations in relation to environmental conservation undertakings in Sheka zone. There are more than forty five investments within the zone in which it's less than one third progressed from small scale farming to full size producing firms. Thus the capacity gap existing in such circumstances differ accordingly with the stage of the plantation's stage of development. However the engagement of the entities in the same kind of production process (i. e. mainly coffee) will enable to identify the environmental and social challenges revolving around the same vicious circle. The assessment is conducted in different plantation industries situated in Masha, Andracha and Yeki woredas.

Dimension	Variable	Adequate	Sufficient	Inadequate	Non-existent and/or Remark
Organization	Environmental Measures and Performance of the organization	x			
	Motivations on Environmental Practices			x	
	Relations with stakeholders		x		
Human	Overall understanding of Environment protection	x			
	Specific knowledge about environmental pollution			x	
	Management and stewardship		x		
System	Overall system/ Structure		x		

Please provide the following information where relevant:

Hectares Protected:

Species Conserved:

Corridors Created:

Describe the success or challenges of the project towards achieving its short-term and long-term impact objectives.

In developing the proposal the project targeted to achieve the following specific objectives:

- (1) Increased understanding on environmental conservation and CSR among the private sector and government institutions
- (2) An enhanced role of the private sector in improving the livelihood of the community in the locality
- (3) Strengthening the capacity of local decision makers in ensuring the private sectors' compliance to environmental laws and standards

In spite of the general reluctance of the private sector to engage in social and environmental initiatives, there has been a great deal of need at the part of the local government units seeking a strategy which can scrutinize the advancement of investments. This trending scenario is partially non-existent in Sheka zone. Due to interest of business entities to become competitors at the international market, it is a must that their operations should qualify set standards on environmental conservation. With the existence of such truth however the need of the private entities to become beneficiaries of the project is primarily based on profit motive rather than a conservation outlook.

Were there any unexpected impacts (positive or negative)?

Based on OSD's endeavor of realizing corporate social responsibility and environmental conservation by private entities, there is always a sense of negligent ownership on the part of the companies to take the matter seriously. However under this project the engagement of the companies in cultivation of coffee and tea as well as spices enabled OSDs motion to get a water holding attention. This may happen as a result of the requirement provided for the investments at the international market. Nonetheless it gave a great deal of subsidy in OSDs interest of achieving its objective under this project. In addition the lack of strategy on part of government institutions to view the actions of investments in the area enabled the project to penetrate deep to grab the attention of the government.

Lessons Learned

Describe any lessons learned during the design and implementation of the project, as well as any related to organizational development and capacity building. Consider lessons that would inform projects designed or implemented by your organization or others, as well as lessons that might be considered by the global conservation community.

It is OSDs firm belief that Sheka biosphere Reserve is an area CEPF should lay its eye on. The damages caused on the natural resources in the area by public officials, private entities as well as the society are escalating by the day. There was no need to label the area as a biosphere reserve unless it's reserved. So OSD suggests that there should be a strategy devised so as to hold public bodies as well as private entities collectively

accountable. In addition nowadays as the Sheka community is reluctant to become beneficiary of investment works, its attention on the fruits of the forest is high. And for this alarming problem necessary solutions must be provided by donor organizations or the Ethiopian government.

Project Design Process: (aspects of the project design that contributed to its success/shortcomings)

Basically designing the project was made with close consultation with personnel in charge of heading the Sheka zone city development office. The major solutions were touched upon throughout the project development process. However based on the suggestions made from the zone's Bureau of Finance and Economic Development Heads, a launching workshop was necessary to aware all stakeholders and beneficiaries about the essence of the project and every stakeholders role. In addition appointment of a person in the project site so as to facilitate the undertakings in a fast track and benefit the community by employing was another major factor for the shortcoming. Besides this fact the designing was impeccable to sort out the problem existing in the biosphere reserve as a result of investments.

Project Implementation: (aspects of the project execution that contributed to its success/shortcomings)

As a pilot and novice project it is a known phenomenon that shortage of time of the project will pile up unequivocal setbacks in the implementation process. In spite of this truth there were two circumstances which enabled the project to become realistic. Firstly placement of experienced and intriguing personnel as heads of private entities allowed OSD to dispatch its initiative in a flexible manner. Secondly cooperative norm of the community cleared out time killing forth and backs. However the major aspect of the project implementation that contributed to its shortcoming was the absence of field officer in the project site. It is a requirement by implication that at least one person residing in any project site should become beneficiary. The inexistence of this 'norm' will built up unnecessary government bureau bureaucracies having undisputable time wastage.

Other lessons learned relevant to conservation community:

Despite the innovative approach of holding investments accountable for their environmental and social engagements, the project stakeholders praised the aim of the project as it subsidizes their large portion of obligation. Likewise community representatives appreciated the initiative due to the overgrowing number of investment activities linked with their undisputable challenge up on the environment. One thing that must be noted here is that senior Sheka people have a reputation of conserving the forest for many years. So their appreciation holds water as far as the trending situation is concerned. However the current generation neglected the essence of the forest and engaged in deforestation. And this happened mainly due to economic reasons. All in all the major or key lessons learnt are:

- Local communities need of preserving the environment as it holds the key for any conservation initiative
- Local communities willingness to work in close collaboration with government and non-government stakeholders if there exists an open floor
- Evolving readiness of local communities to ease the pressure on the forest created by their offspring's
- Government interest in creating a conducive environment for the realization of the notion of Corporate Social Responsibility
- Encouragement of government bureaus for the scale up of projects targeting investments conservation engagements
- Large scale plantation industries and development projects need to become involved in Corporate Social Responsibility initiatives

ADDITIONAL FUNDING

Provide details of any additional donors who supported this project and any funding secured for the project as a result of the CEPF grant or success of the project.

Donor	Type of Funding*	Amount	Notes

****Additional funding should be reported using the following categories:***

- A** *Project co-financing (Other donors contribute to the direct costs of this CEPF project)*
- B** *Grantee and Partner leveraging (Other donors contribute to your organization or a partner organization as a direct result of successes with this CEPF project.)*
- C** *Regional/Portfolio leveraging (Other donors make large investments in a region because of CEPF investment or successes related to this project.)*

Sustainability/Replicability

Summarize the success or challenge in achieving planned sustainability or replicability of project components or results.

The proposed activities are designed to facilitate the sustainability of the project beyond the completion of the project period. As it is indicated in the proposal in order to ensure sustainability of the results of the projects, the adoption of policies on CSR and environmental conservation by the private sector is decisive. In this sense from the total number of private establishments which became beneficiaries of the project, i. e. eight, four of the investments are analyzing the document thoroughly for adoption. In doing so, the private sector commits to implement the project intervention ideas within their day to day operation. In conserving the environment and creating a sustainable alternative livelihood to the local communities, the private sector fulfills its legal and social responsibilities and thereby ensures entrance into global markets where CSR is becoming a requirement. This, in turn, will ensure the replicability of project intervention ideas within other business establishments. Moreover, the involvement of government institutions in the implementation of the project ensured the sustained and improved monitoring of compliance by the private sector. The government institutions were also beneficiaries from the project activities as environmental protection, unemployment and

livelihood are the key social dilemmas that the government is working on to solve. Thus, the activities and interventions started by this project will be carried on as these institutions are permanent establishments that will continue to operate even after the termination of the project.

Summarize any unplanned sustainability or replicability achieved.

Safeguard Policy Assessment

Provide a summary of the implementation of any required action toward the environmental and social safeguard policies within the project.

Additional Comments/Recommendations

Information Sharing and CEPF Policy

CEPF is committed to transparent operations and to helping civil society groups share experiences, lessons learned, and results. Final project completion reports are made available on our Web site, www.cepf.net, and publicized in our newsletter and other communications.

Please include your full contact details below:

Name: Wondewosen Ayalew
Organization name: Organization for Social Development
Mailing address: 19502
Tel: 011-3699595
Fax: 011-3698890
E-mail: executivedirector@osdethiopia.org.

*****please complete the tables on the following pages*****

Performance Tracking Report Addendum

Project Results	Is this question relevant?	If yes, provide your numerical response for results achieved for project from inception of CEPF support to date	Describe the principal results achieved during project period (Attach annexes if necessary)
1. Did your project strengthen management of a protected area guided by a sustainable management plan? Please indicate number of hectares improved.			Please also include name of the protected area(s). If more than one, please include the number of hectares strengthened for each one.
2. How many hectares of new and/or expanded protected areas did your project help establish through a legal declaration or community agreement?			Please also include name of the protected area. If more than one, please include the number of hectares strengthened for each one.
3. Did your project strengthen biodiversity conservation and/or natural resources management inside a key biodiversity area identified in the CEPF ecosystem profile? If so, please indicate how many hectares.		Yes, through holding investments accountable to conserve their respective operating environment.	
4. Did your project effectively introduce or strengthen biodiversity conservation in management practices outside protected areas? If so, please indicate how many hectares.			
5. If your project promotes the sustainable use of natural resources, how many local communities accrued tangible socioeconomic benefits? Please complete Table 1 below.			

If you answered yes to question 5, please complete the following table.

