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The Federal Democratic Republic of Ethiopia Ethiopian Wildlife Conservation Authority



*TC DAG8 163 2011 Ref. No. 0 8 OCT 2018 Date

UNDP Country Office

Addis Ababa

Subject: Third Quarter FACE and Progress Report of 2018

Enclosed with this letter is the 3rd quarter FACE and progress report as implemented by the Enhanced Management and Enforcement of Ethiopia's Protected Area Estate Project within the Ethiopian Wildlife Conservation Authority. The 3rd quarter FACE report is 12,714,992.50 (twelve million seven hundred fourteen nine hundred ninety two and fifty cents) and the FACE request for quarter 4 is 10,161,738.45 (ten million one hundred sixty one seven hundred thirty eight and forty five cents). huma de 8/10

With Best Regards,

Arega Mekonnen Project Manager

Enhanced Management & Office of the Director General

Ethiopian Wildlife Conservation Authority

Addis Ababa

ACTION COMPLETED

UNDP Registry Addis Ababa

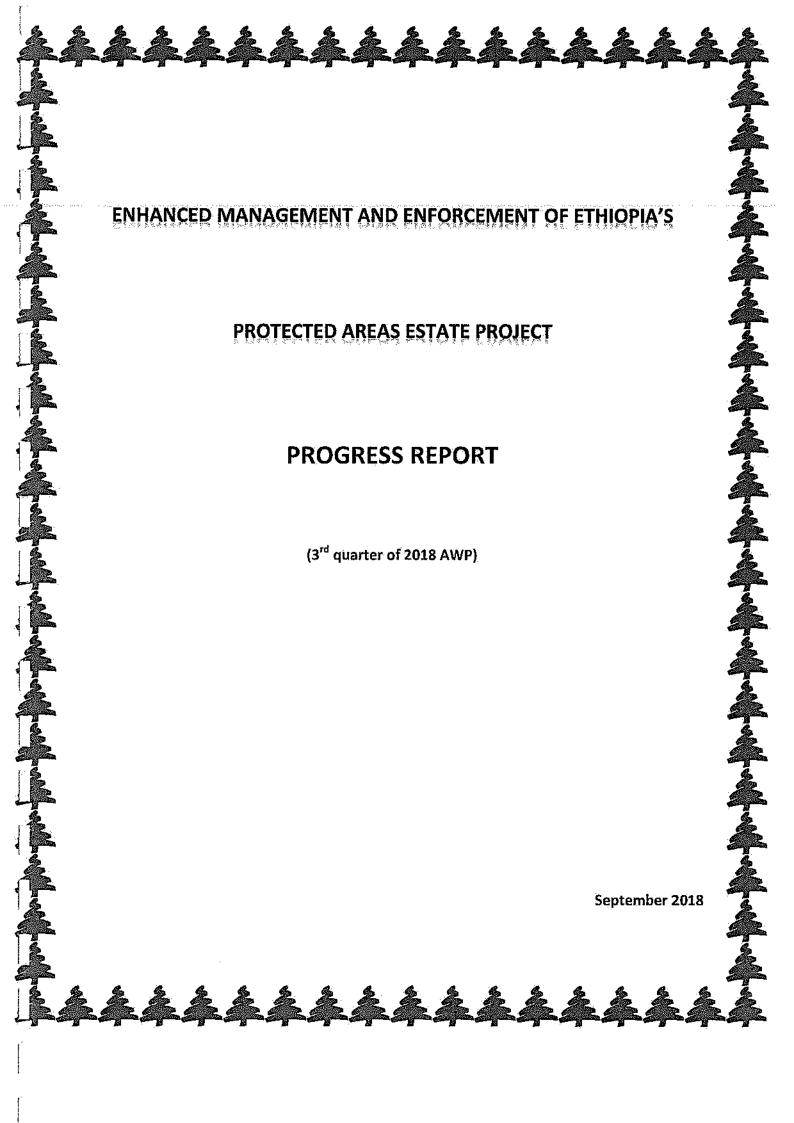
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Please quote our reference number when replying

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P.O.Box 386

Addis Ababa, Ethiopia



X Direct Cash Transfer (DCT) Reimbursement **Direct Payment** Date:02/10/2018
Type of Request: REQUESTS/AUTHORIZATIONS 10,161,738.45 UN Agency: UNDP 00100238: Enhanced Management and Enforcement of Ethiopia's Protected Area Estate 00103276:Enhanced Management and Enforcement of Ethiopia's Protected Area Estate REPORTING Ethiopian Wildlife Conservation Authority Funding Authorization and Certificate of Expenditures Country: Ethiopia Programme Code & Title: Responsible Officer (s): Implementing Partner: Currency Birr Project Code & Title:

Activity Description From AWP with Duration	Codi			110/4		New Request Period &		Outstaning
	OND P	Authorised Amount A	Actual Project Ependiture B	s accepted by Agency C	Balance D= A -C	Amount E	Authorised Amount F	Authorised Amount G= D + F
Activity 1.1.1: Preparation of TOR to develop								
management plans for 3 project sites						0.00		
working groups for preparation of management								
nlans						0.00		
Activity 1.1.3: Train wardens and senior experts								STATE OF THE PARTY
on management and conservation of protected						c		
A						00:0		
Activity 1.1.4: Preparation of need assessments for PAs which include staffing logistics								
infrastructure, facilities, materials, use technology								
like IT solutions, etc			167			0.00		
Activity 1.1.5 Demarcation of Omo National Park				The state of the s	000000000000000000000000000000000000000			
and Babile Elephant Sanctuary		414,049.50	414,049.50			411,129.00		
Activity 1.1.6 : Develop the management plan of								
Mago National park		276,033.00	276,033.00			274,086.00		
		710,958.00	710,958.00	THE REAL PROPERTY.		00:00		Street Street
Activity 1.1.7 Support studies preferably								
university students of EWCA who focus on					1			が、水ののの
collecting baseline data in the project sites		138,016.50	138,016.50		THE STATE OF	137,043.00		
Activity 1.1.8: Carry out overall resource								
assessment including fauna, flora, habitat								
mapping, physical resources, distribution of								
wildlife and threats in the project sites				Name of the last		0.00		
 Accomplish aerial survey assessment 				神が子の方	11日間	0.00		
 Carry out ground survey 		414,049.50	414,049.50			00.00		
 Support habitat, land cover mapping 								では、日本の日本の日本の日本の日本の日本の日本の日本の日本の日本の日本の日本の日本の日
and make inventory of physical resources						0.00		
 Establish data on species diversity 		276,033.00	276,033.00		Contillent	00:00		THE REAL PROPERTY.
Put all the results together to establish								
a resource base document and publish						411,129.00		
Activity 1.2.1 Prepare TOR and recruit an					SCHOOL PER			
international consultant to develop standard								
operation procedures manual				ののできるという	The state of the s			



Activity 1.2.2 Carry out collection of information					
from protected areas as an input for SOP					
preparation; taskforces and working groups will					
be established for this purpose	138,016.50	138,016.50		0.00	
Activity 1.2.3 Develop protected area standard					
operation procedure (SOP) manual, organize					
consultation for all sections, completion,			Contract of the Contract of th		
A official 13.4 The manual				2/4,086.00	
Activity 1.2.4 Train implementers including					
BA 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1					
PA level (40 % female and 60% male) on how to			77		
use the SOF and FA management systems for					
enecuve rA management.				767,440.80	
Activity 1.3.1 Identify LE agencies for selected		NAME OF THE PARTY			
project sites, develop and negotiate MOUs and					
sign agreements				0.00	
Activity 1.5.2 I actiliate allu execute regular					
meetings and cooperative actions among LE					
agencies and stakeholders to plan, implement		TO SECURITY OF THE PARTY OF THE			
and evaluate cooperative actions in the selected	1,104,132.00	1.104.132.00		1 151 151 20	
Activity 1 3 3 Training and mentoring of at least				07:101/101/1	
200 I E stoff of which 2007 Earned and 7007					
500 LL stait of willert 30 /6 reillate and 70 /6					
male	1,242,148.50	1,242,148.50		0.00	
Activity 1.3.4 Analysis of capacity and resource		Control of the contro	A COLUMN TO THE PARTY OF THE PA		
needs for optimal law enforcement; negotiate					
contracts to deliver best law enforcement					
solutions; stakeholder negotiation, dialogue and					
sign agreements				0.00	
Activity 1.3.5 Procurement of four field vehicles				0	
Activity 1.3.6 Procurement of materials and			ACTUAL SECTION	000	
equipments such as GPS, cyber tracker, camera.					The second second
computers, tents, sleeping bags			2/0	000	
Activity 1.3.7 Ensure technical support through				200	
recruiting companies dealing with IT solutions		1			
for strengthening law enforcement efforts of	1				
protected areas: procure computers	552,066.00	552,066.00		0.00	
	259,982.00	259,982.00	TO NOT THE PERSON NAMED IN	0.00	
			たいした	0.00	
			Control of the last of the las		
camera trapping, cyber tracking to enhance law					
		100			No. of Contract of
selected protected areas				0.00	
Activity 1.3.9: Organize study tour on LE best					
practices for effective protected area management and wildlife conservation				· ·	
A Affirity 1 3 10: Develop montople mlone and				0.00	
ACINITY 1.3.10: Develop workable plans and implement to mitigate and reduce human					
elephant conflicts in the project sites	193.223.10	193.223.10		164 451 60	
			WANT OF THE PERSON NAMED IN COLUMN TWO IS NOT THE PERSON NAMED IN COLUMN TWO IS NAMED IN THE	104,401,000	

All C

Activity 2.1.1 Establish and maintain contacts among relevant international LE agencies	138,016.50	138,016.50	0.00	
Activity 2.1.2 Formulate a document on the areas of cooperation to halt IWT and sign agreements,	138,016.50	138,016.50	137.043.00	
	175,988.00	175,988.00	0.00	
Prepare TOR to develop the document			00'0	
Establish working group			0.00	
Prepare the document			0.00	
Validation		55	00:00	
Activity 2.1.3 Establish a pertinent system and modality for implementing agreed terms of reference of the cooperation	138 016 50	138 016 50	20 000 000	
Activity 2.2.1: Definition of TOR and mandate for the IWT SC and submit for approval and implementation	02 708 40	93 705 40	00.040,704	
Implementation	04,130.40	04,130.40	00:00	一年 子子 日本
ACIVITY 2.2.2 : Organize quarterly meetings of IWT SC to discuss and exchange information on IWT issues	69,008.25	69,008.25	68.521.50	
Activity 2.2.3: Identify effective systems that		The second secon		
enable effective implementation for IWT SC,				
updating the existing strategies of global wildlife crimes			6	
Activity 2.2.4 Provide training for IWT SC on			00:0	
wildlife policy, strategy and legislations	82,809.90	82,809.90	0.00	
Activity 2.3.1: TOR and mandate for the IWT				
Kegional Task Forces (K1F) will be defined and submitted for approval	193,223.10	193.223.10		
Activity 2.3.2 : Arrange quarterly meetings of the				
pilot regional IWT RTFs to discuss on issues	55,206.60	55,206.60	54,817.20	
	39,997.60	39,997.60	0.00	TO STATE OF THE PARTY OF THE PA
Activity 2.3.3 Establish integrative and cooperative systems between wildlife institutions				
and the IWT RTF to ensure effective implementation	414.049.50	414,049.50	č	
Activity 2.4.1 Communicate, lobby, convince				Sales Sales
and propose the need to establish ECU until formal approval is achieved			0.00	
Activity 2.4.2 Study analysing applicable laws for prosecuting IWT & illegal killing of wildlife			493 354 80	
Activity 2.4.3 Publication and dissemination of			00:400,004	
handbook to simplify reference of applicable laws on wildlife in the country			137,043.00	
Activity 2.4.4 Organize training for ECU personnel on wildlife policy, strategy and				
legislations	386,446.20	386,446.20	0.00	
Activity 2.6.1 Study tours (to garner political support for ECU and to learn lessons)				





Activity 2.6.2 Design structure and mandate for selective congruence, equipment treeds, such that it is a selection of the congruence of t		00.00	CCC		0000		00:00	685.215.00			68,521.50		900 (0000000000000000000000000000000000	137,043.00	0.00		0.00		137,043.00			548,172.00		00 001111	00.00		0.00		0.00			548,172.00
ivity 2.6.2 Design structure and mandate for U. determine resource, equipment needs; mit to government for approval to formally blish ECU, including signing MOU cornally blish ECU, including signing MOU cornally including signing MOU cornally blish ECU, including signing MOU cornally including sand responsibilities ivity 2.7.1 Review of best practice for against and live animals with 2.7.2 Develop a proposal for approval validation based on managing wildlife products and confiscated live animals wild 2.7.3 Train relevant personnel at EWCA the regional bureaus on management of life products and confiscated live animals storehouse for life products or establish storehouse for life products. Invity 2.7.4 Select sites in and around exected areas to establish storehouse for life products in Ethiopia Confiscated wild animals and create a base. Confiscated wild animals and create a base of confiscated wild animals and create a confiscated wild animals of creevant exert of their organizational arrangement and scientific lementation capacity development ess for CITES management and scientific corrities in Ethiopia wity 2.8.1 Assess CITES authorities with CITES management of universities in Ethiopia animational, provide training for relevant ess and experts on implement cers and experts on implementation of CITES Appendix species at rent geographical location in the country ugh the involvement of universities wity 2.8.4 Support studies that assess for rent geographical location in the country ugh the involvement of universities wity 2.9.1 Contract company to carry out PR paign: design & implement wity 2.9.2 Adopt Kenya's experience in life conservation campaign through referee sharing visits wity 2.9.3 Develop awareness raising paign manual and prepare short messages for rent local languages using local TVs, radios, sites, Ethiopian air lines etc that will result titudinal changes for the public in order to	230	- (32)																						-								
Actification and design with the country of the cou	Activity 2.6.2 Design structure and mandate for ECU; determine resource, equipment needs; submit to government for approval to formally	establish ECU, including signing MOU specifying roles and responsibilities	Activity 2.6.3 Procurement of materials and equipments	Activity 2.7.1 Review of best practice for managing wildlife products and live animals	Activity 2.7.2 Develop a proposal for approval	25 26	Activity 2 7 3 Train relevant normal of EU/CA	ACIVITY 2.1.3 Italia relevant personnel at EWCA and the regional bureaus on management of wildlife products	Select sites in and	to establish	winding products	Activity 2.7.5: Make a national assessment on the stock reserve of wildlife products in Ethiopia	and Confiscated wild animals and create a	natabase *		Activity 2.8.1 Assess CITES authorities with regard to their organizational arrangement and	implementation capacity	Activity 2.8.2 Design capacity development process for CITES management and scientific	authorities in Ethiopia	Activity 2.8.3 In collaboration with CITES	international, provide training for relevant officers and experts on implementation of CITES	regulations	Activity 2.8.4 :Support studies that assess the current status of CITES Appendix species at	different geographical location in the country through the involvement of universities		Activity 2.9.1 Contract company to carry out PR	campaign, design & implement	Activity 2.9,2 Adopt Kenya's experience in wildlife conservation campaign through	experience sharing visits	campaign manual and prepare short messages for different local languages using local TVs, radios,	websites, Ethiopian air lines etc that will result in attitudinal changes for the public in order to	sunnort wildlife conservation and reducing

ACHAIN 7.3.4 Establish an enabled wildlife				
conservation campaign unit for EWCA, facilitate				
training, support logistics and operation			1,096,344.00	
Activity 2.9.5 Train public relation personnel		5000		
and media workers in communication techniques				一大学の大学の大学
in conservation			274,086.00	September 1
Activity 4.1.1: Lessons learnt documented and				
shared using different platforms including i) the				
project website that will be established especially				
for this purpose, ii) symposia and workshops that				
will be carried out expressly local or abroad for		AND THE PERSON NAMED IN COLUMN TO PERSON NAM		
sharing the information and lessons, and iii)				
through the GWP network	386,446.20	386,446.20	82,225.80	
Activity 4.1.2: Carryout survey for flagship				
species of concern that include Elephant, lion,				
leopard cheetah in the project areas			0.00	
Activity 4.1.3 Perform quarterly monitoring on		100 miles (100 miles (The state of the s
project implementation activities and results,				
analyse and use the information for improving the				
project management strategies	220,826.40	220,826.40	219,268.80	
Activity 4.2.1: Development and implementation				
of project M&E system			00:00	
Activity 4.2.2 Identify and compile lessons learnt				The state of the s
from implementing the project on various issues				
and strategies			164,451.60	
Activity 4.2.3 Share compiled lessons on				100000
national and international platforms			137,043.00	
Activity 4.2.4 Procurement of communication				Control of the last of the las
devices and installation of IT infrastructure for				
implementers and beneficiaries to obtain reliable				
information			0.00	
Activity 4.2.5 Conduct national and local			S S S S S S S S S S S S S S S S S S S	
inception workshops		THE RESERVE OF THE PARTY OF THE	0.00	
Action: Recruit and orient PMU staff			0.00	C. C
Action: Settle an office at EWCA HQ			0.00	
Office materials and equipments procurement		The second second	0.00	100 P
Overhead and administrative costs	303,636.30	303,636.30	301,494.60	
Staff Salary	496,859.40	496,859.40	493,354.80	
	132,778.40	132,778.40	239,825.25	
Total Amount	12,714,992.50	12,714,992.50	10,161,738.45	
CERTIFICATION				

X The funding request shown above represents estimated expenditure as per AWP and itemized cost estimates attached.

The actual expenditure for the period stated herein has been disbursed in accordance with the AWP and request itemized cost estimates. Date Submitted 02/10/2018

The undrsigned authorized officer of the above- mentioned implementing institution hereby certifies that:

Arega MekonnenTitle:_

Project Manager

Notes: Shaded areas to be completed by the UN Agency and non - shaded areas to be completed by the counterpart. For AGENCY UNSE ONLY:

FOR UNCDF USE ONLY	nation New funding Release	Activity 1	
	Liquidation inform	DCT	
FOR UNCDF USE O'NLY	Account Charges	Cash	

FOR ALL AGENCIES
Approved by:

Name: Title: Date: Just









Enhanced Management and Enforcement of Ethiopia's Protected Areas Estate Project

PROGRESS REPORT OF THE ENHANCED MANAGEMENT AND ENFORCEMENT OF ETHIOPIA'S PROTECTED AREAS ESTATE PROJECT (3rd quarter of 2018 AWP)

Reporting Period on Project Status (January - September 2018)

Summary of what has been done during the preparatory stage

The preparation of the AWP of the project has been completed on time in early January and its approval didn't take much time. Following the approval establishment of the PMU through staff assignment, recruitment and provision of an office by EWCA has been done. After submission of budget request to UNDP CO, advances have been released for the two quarters for both institutions (EWCA and EBI). The two implementing institutions have prepared procurement plan for 2018 even if most of the procurements are not yet completed. Micro plans have been prepared to ensure an accelerated and timey implementation of planned activities on quarterly basis. The project was able to organize two steering committee meetings where permanent members have been scrutinized and ToR discussed in detail. A number of opinions and directions have been provided by the members of the PSC to quickly start up the project and advices entertained to ensuring effective management of the project. The national inception workshop has already taken place where an imber of key stakeholders were found in Addis Ababa. On this workshop project document has been presented and discussed in detail. Important inputs were provided by participants of the workshop for successful implementation. The report for the inception workshop has already been submitted. Submission of FACE report for the 1st quarter of 2018 and budget request for the 2nd quarter. Advances were released for the first and second quarter.

In general, there have been delays to set up the project management unit due to prolonged processes of recruitment. The advance release for the first quarter has been done at the end of February and this had an impact on timely implementation. As the project is new and just starting these delays should be tolerable and assistance and follow up of the EWCA, EBI and UNDP is very important.



Regardless of the delays during the first quarter, it is possible to conclude that the project is in a good track and has entered to full implementation stage during the second and third quarters of the project

Details of the 3rd quarter progress report

Outcome 1: Improved protected area management effectiveness delivers enhanced protection in the targeted protected areas

Output 1.1: The formulation of protected area management plans and initial implementation supported

- Recruitment of consultant to undertake preparation of need assessments for PAs which
 include staffing, logistics, infrastructure, facilities, materials, use of technology like IT
 solutions, etc is completed and the study will commence in a week time
- Almost 80 % of the demarcation of Omo National Park is completed
- A bid to develop the management plan of Mago National park has been completed and the consultant will start its assignment in the coming few weeks
- The project has supported baseline studies to university students who are willing to make their research projects in Kafta Sheraro, Chebera churchura, Mago and Omo National Parks,
- The project has supported the studies to carry out overall resource assessment including fauna, flora, habitat mapping, physical resources, distribution of wildlife and threats in the project sites,

Output 1.2. Tools and systems for PA management developed and initial operationalization supported

- Preparation of TOR has been completed and recruitment of consultant progressing to develop standard operation procedures (SOP) manual to help protected areas as a tool to establish effective management system
- Collection of information from protected areas has been completed as an input for SOP preparation; taskforces and working groups will be established for this purpose

Output 1.3 Site level law enforcement (LE) initiatives are supported

- During this reporting period participatory law enforcement of protected areas has been
 established for Chebera Churchura, Mago and Omo National parks with key stakeholders
 particularily law enforcement agencies; quarterly meetings has also been facilitated and
 executed with stakeholders of Kafta Sheraro, Omo, Mago and Chebera Churchura
 National Parks and Babile Elephant Sanctuary. The regular meetings have resulted in
 effectiveness of cooperative actions among LE agencies and stakeholders
- The project has organized training and mentoring of at least 85 eco guard staff of the project sites for effective patrolling, anti-poaching and intelligence systems
- A study tour has been organized on LE best practices in Kenya for relevant officers at national and regional level for effective protected area management and wildlife conservation. A total of 15 government officials from the house of people's representatives, office of the Prime Minister, SPNNRS BOCT, from the attorney general, federal police, EWCA and EBI have participated in the study tour. The study tour took place from September 16 28, 2018,
- A study has been supported on the extent and impact of human elephant conflict in Chebera Churchura National Park; workable plans were developed to mitigate and reduce HE conflicts in this project site and trainings provided for local communities who have been affected by the conflict,

Outcome 2. Strengthened national and local capacity for conservation of endangered fauna and flora through implementation of anti-trafficking measures

Output 2.1. International cooperation on IWT control is supported

 Contacts have been established among relevant international law enforcement agencies who work on illicit wildlife trade and trafficking. The countries comprise the members of the Horn of Africa Wildlife Enforcement Network Countries, the African Elephant

Jus



- Coalition member counties and China. The contact has strengthened cooperation to reduce poaching, trafficking and demand in the range states.
- A consultant has been recruited to formulate a document on the areas of future cooperation to halt IWT and sign agreements with the countries with which contacts and cooperation has been established; after approving the formulated document on the areas of cooperation, a pertinent system and modality for implementing agreed terms of reference of the cooperation will be established

Output 2.2 Proposals to strengthen the (existing) National IWT Steering Committee are developed

- Quarterly meetings were organized for IWT SC to discuss and exchange information on IWT issues in the different sources wildlife and wildlife products, destinations, border points and air ports of the country
- Training has been provided for IWT SC and law enforcement staff (members of the Federal Police) on wildlife policy, strategy and legislations. A total of 5000 staff have been trained during this reporting period.

Output 2.3 Establishment of IWT Task Forces in pilot regions is supported

A consultant has been recruited to develop TOR and mandate for the IWT Regional Task
Forces (RTF) that will be established to upsurge the effectiveness of the national steering
committee through creating a network on information exchange and increasing criminal
prosecution on wildlife crimes

Output 2.6 Functionality of the Environmental Crime Unit within the Federal Serious Crime Unit is supported

A consultant has been recruited to design structure and mandate for Environmental Crime Unit (ECU); determine resource, equipment needs; submit to government for approval to formally for forma establishment, including signing MOU specifying roles and responsibilities

Output 2.7 Support for the development of a management system for wildlife products and live animals that are confiscated, seized and/or collecting in the field

- In collaboration with STOP IVORY, the project has supported training of wildlife
 trafficking control staff at EWCA HQ and the protected areas on review of best practice
 and store managing of wildlife products. In total 20 staff have been trained during this
 reporting period.
- Best practices from Kenya has been learnt through study tour and the expertise team is working on compiling those experiences to help us planning managing wildlife products and live animals
- Select sites in and around protected areas to establish storehouse for wildlife products
- Discussions have been made with the management of project sites on how to manage and store wildlife products. In addition in collaboration with MIKE-CITES, the project has supported capacity building of protected area staff at Babile Elephant Sanctuary and Kafta Sheraro National Parks on monitoring illegal killing of Elephants, registering wildlife products and reporting and communication systems.
- The project has supported assessment on the stock reserve of wildlife products at the head quarter of EWCA and create database has been created,

Output 2.8 Capacity development support to the national CITES management and scientific authorities

• The studies that assess the current status of CITES Appendix species at different geographical location in the country is on progress and the first phase of data collection completed. Apart from Elephants, the current studies are focusing on Lions, Cheetah, Leopard, Grevey's Zebra, Wild Ass and Wild Dog. The assessment is being done based on a valid scientific methodology and it will be the first of its kind to come with the final document which will be ready for publication on national and international scientific journals.

Output 2.9 An information campaign to increase public knowledge and responsiveness regarding wildlife and wildlife crime is implemented

- The project has made a contract agreement with FANA BROADCASTING CORPORATION (FBC) and bought weekly air time (30 minutes) radio transmission. The languages used include Amharic, Afan Oromo, Tigrigna and Somaligna. Television broadcast will also be made to raise a wide public awareness in different areas of the country.
- Adoption of Kenya's experience in wildlife conservation campaign through experience sharing visits has been supported by the project,
- TOR has been developed to develop awareness raising campaign manual and prepare short messages for different local languages using local TVs, radios, websites, Ethiopian air lines etc that will result in attitudinal changes for the public in order to support wildlife conservation and reducing wildlife crimes

<u>Outcome 4.</u> Lessons learned by the project through participatory M&E, including gender mainstreaming, are used to fight poaching and IWT, and promote community based conservation nationally and internationally

Output 4.1. M&E provides sufficient information for adaptive management, gender mainstreaming and learning via active participation of key stakeholders in the project implementation

- The project is working on dissemination of best practices of wildlife conservation and supported exchange of experiences among the different protected areas of the country through workshops and site visits. The Global Wildlife Program (GWP) knowledge exchange platform is also valuable to increase the understanding of protected area managers
- As described on output 2.8, survey for flagship species of concern that include Elephant, lion, leopard cheetah in the project areas is on progress; in addition the use of technologies to carryout ecological monitoring is supported by the project. These include GIS, remote sensing, camera trapping, etc
- Quarterly monitoring has been done by both the M&E of EWCA, M&E of the project,
 higher officials including the DG and the different directorates within the project sites

Output 4.2. Lessons learned from law enforcement strategies and community based conservation, including gender mainstreaming, are shared on national and international levels

 In order to implement the project plan on procurement of communication devices and installation of IT infrastructure for implementers and beneficiaries to obtain reliable information, the project has procured and distributed communication devices such as computers, printers, fax machine and scanners to the relevant offices at EWCA

Challenges Encountered and Measures Taken

The major challenges which the project encountered;

- The security issue of the Babile Elephant Sanctuary has been considered as the major challenge on the project's implementation. However, even in the presence of the problem, the project has been supporting stakeholders workshops and trainings,
- The delay of procurements that include vehicles, field and office equipment has affected the project's faster implementation to some extent. Even the project management unit had no any vehicle until an old car was allocated after a long period of maintenance. Currently the project has received 4 vehicles and the plate number process is on progress. Three of the vehicles will be allocated for project sites where as one of them will remain for the project,
- The delay of consultant recruitment has resulted in the delay of project activities

