



**Interoffice Memorandum**

To: Mr. Fidele Sarassoro  
UN Resident Coordinator  
Ethiopia  
Date: 10 July 2008

From:   
Assistant Administrator and Director, Partnerships Bureau  
UNDP New York  
Extension: 6283

Subject: Ethiopia: Enabling Pastoral Communities to Adapt to Climate  
Change and Restoring Rangeland Environment  
File: MDGF 1679

**I. Approval Status**

On behalf of the MDG-F Steering Committee I would like to inform you that your Joint Programme “Enabling Pastoral Communities to Adapt to Climate Change and Restoring Rangeland Environment” is hereby ‘on hold’ subject to a number of recommended actions and changes, hereby explained, to address those aspects that the Secretariat has considered as critical.

**II. JP design comments**

We have identified in section III below, those actions that we believe need to be taken in order for the programme to be approved. We would like to suggest that an inception workshop be organized and carried out in order to re-work the Results framework and the Annual Work Plan. We suggest that the funds required to carry out this workshop are advanced by the Country Team and subsequently charged to the Joint Programme budget. The Secretariat will support this process by providing a range of potential expertise available to adjust the Joint Programme document and to facilitate the workshop. Once these adjustments have been reflected in the document, you may re-submit the Joint Programme document. This opportunity to re-submit is done on an exceptional basis and must be done within two months from the receipt of this memo.

The MDG-F Secretariat, in collaboration with various experts, has reviewed the draft Joint Programme. We recognize that an effort has been made to address the recommendations of the Technical sub-committee and the Steering Committee, especially in respect to reducing the initial budget from \$7,843,600 to \$4 million. We also acknowledge the extensive consultations to improve the draft Joint Programme document and partially address some of the issues raised in the e-mail correspondence of Mr. Robert Piper dated February 5, 2008.

**Relevance and external coherence**

We consider that this Joint Programme responds to the terms of reference of this thematic window and that is critical to address both climate change and poverty issues in Ethiopia. As far as the MDGs are concerned, we feel that the Joint Programme has the potential to advance the achievement of some of the Goals, especially number 1, 3 4 and 7. The Joint Programme is framed within the national main policies and frameworks including the Plan for Accelerated and Sustained Development to End Poverty (PASDEP), and other important sector plans. There is a fairly clear division of labor between the UN Participating Agencies (UNEP, FAO, and UNDP).



We also recognize the identification of existing stakeholders and the willingness to establish partnerships and complement on-going initiatives. The Programme establishes a well defined targeting criteria and identifies four regions to concentrate its proposed interventions.

### **Internal coherence**

The Programme's internal logic requires further revision. The rationale and proposed intervention strategies are not sufficiently explained. Too few details are provided to genuinely assess the feasibility and viability of this Joint Programme. Generally speaking the formulation of outputs and activities could be improved ensuring they are they are specific, measurable, attainable, results oriented and time bound. Activities could provide further detail on "what" and "how" the programme will reach those products. Overall, the cost of the intervention seems unreasonably high given the lack of provided information and must be further justified defining the number of beneficiaries that will participate in each of the activities and which institutions will be targeted. Furthermore, it would be appropriate to explicitly address the role of the beneficiaries and civil society during the programme implementation and monitoring phases.

Against this background, we believe the following requires further attention:

- The overarching strategy and specific strategies to reach different beneficiaries needs to be clarified providing more details on what the Joint Programme intends to achieve? What are the proposed interventions to reach the expected results? How resources will be mobilized?
- The current draft of the Joint Programme identifies previous lessons learned but it falls short in explaining how these lessons learned have been taken into consideration and integrated in the Joint Programme.
- An overview of existing work led by other partners is provided in the document. It would appropriate to describe what is the added value of the UN as a whole in working with the government of Ethiopia on climate change adaption and livelihoods, as well as what specific technical expertise each Participating Organizations bring to this Joint Programme?
- The Results Framework needs to be further elaborated:
  - (i) There is a need to be in compliance with the UNDG format.
  - (ii) Outputs need to be more specific, for example: under Outcome 1: "*Climate change adaptation /mitigation options mainstream*", for what?, "*Instrument and guidelines produced*", for what?
  - (iii) There is a need to ensure that proposed activities will lead to expected outputs and ultimately outcomes. It does not appear clearly for example that activity 1.3 *to undertake study tour/pear learning for parliamentarians, federal /regional civil servant leader and pastoral communities*" will in fact contribute to achieve the output "*Federal and Regional service delivery improved*".
  - (iv) There is a need to ensure consistence in the submitted budget, the grand total as presented in the results framework is \$4,175,140 while the approve budget confirmed by the cover page is only \$4 million.
- Under outcome 2, there is insufficient information provided to justify an allocated amount of \$845,000.



- This is a Joint Programme, as such it is expected to have a joint communications strategy and the utilization of the UN logo in any of the activities. Currently, it appears that each participating organization has its own separate communications and public relations strategies and materials.

### **Monitoring, evaluation and sustainability**

The Monitoring and Evaluation framework is underdeveloped. The current selected indicators are inadequate. There is a need to formulate indicators to capture progress at the MDG, outcome, output levels. There is no gender disaggregated data nor identified gender indicators. The budgetary allocations for M&E are vaguely explained.

We welcome that the Joint Programme has been closely development with the government authorities and will use existing structures and systems to be delivered. This may contribute to ensure the sustainability of the proposed interventions. Given the latter, you have rightly identified section 4 in the results framework titled capacity building with a budgetary allocation of \$502,000, it would be desirable to explain how capacities will be built and the government will be involved and participate in the programme.

Although there is a minimal reference to the work of a few NGOs, the participation of civil society during the implementation of the Joint Programme has been illustrated. We would welcome more details on how civil society will be involved during the implementation of the Joint Programme.

### **III. JP re-design requirements**

We are available to answer and provide further guidance in any of the above.

With best wishes.

cc.

Mr. Bisrat Aklilu, Executive Coordinator, Multi-Donor Trust Fund Office  
Mr. Gilbert Hougbo, Assistant Administrator and Director Bureau for Africa, UNDP, New York  
H.E. Mr. D. Juan Antonio Yáñez-Barnuevo, Permanent Representative of Spain to the United Nations  
H.E. Mr. Dawit Yohannes, Permanent Representative of Ethiopia to the United Nations  
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