



# ENABLING PASTORAL COMMUNITIES TO ADAPT TO CLIMATE CHANGE AND RESTORING RANGELAND ENVIRONMENTS PROGRAMME

---

**FINAL NARRATIVE REPORT  
(OCTOBER 21, 2009 – MARCH 31, 2013)**

**Prepared by the Environment Joint Programme Coordination Office (PCO) of Enabling Pastoralist Communities to Adapt to Climate Change and Restoring Rangeland Environments Programme, Ministry of Agriculture, Ethiopia.**

FINAL MDG-F ENVIRONMENT JOINT PROGRAMME

NARRATIVE REPORT

<p><b>Participating UN Organization(s)</b></p> <p>United Nations Development Programme (UNDP) <i>(Lead UN agency)</i></p> <p>United Nations Environment Programme (UNEP)</p> <p>Food and Agriculture Organization of the United Nations (FAO)</p>	<p><b>MDG-F Thematic Window</b></p> <p>Environment &amp; Climate Change</p> <p><b>Implementing Agencies (Federal Level)</b></p> <p>Ministry of Agriculture (MoA)</p> <p>Environmental Protection Authority (EPA)</p> <p>Ministry of Finance and Economic Development (MoFED)</p>												
<p><b>Joint Programme Title</b></p> <p>Enabling Pastoral Communities to Adapt to Climate Change and Restoring Rangeland Environments Programme</p>	<p><b>Joint Programme Number</b></p> <p>MDG F- 1679</p>												
<p><b>Joint Programme Cost</b></p> <table border="0"> <tr> <td><b>Gov. Contribution</b></td> <td>\$62,110</td> </tr> <tr> <td><b>Core UNO Contribution</b></td> <td></td> </tr> <tr> <td><b>UNDP</b></td> <td>\$1,548,290</td> </tr> <tr> <td><b>FAO</b></td> <td>\$2,029,060</td> </tr> <tr> <td><b>UNEP</b></td> <td>\$422,650</td> </tr> <tr> <td><b>Total</b></td> <td>\$4,000,000</td> </tr> </table>	<b>Gov. Contribution</b>	\$62,110	<b>Core UNO Contribution</b>		<b>UNDP</b>	\$1,548,290	<b>FAO</b>	\$2,029,060	<b>UNEP</b>	\$422,650	<b>Total</b>	\$4,000,000	<p><b>Joint Programme Geographic Location</b></p> <p>Afar Region: 6 Kebeles in Telalak &amp; Ada'ar Weredas;</p> <p>Somali Region: 6 Kebeles in Harshin &amp; Aysha Weredas;</p> <p>Oromia Region: 2 Kebeles in Teletle Wereda;</p> <p>SNNPR: 3 Kebeles in Selamago Wereda.</p>
<b>Gov. Contribution</b>	\$62,110												
<b>Core UNO Contribution</b>													
<b>UNDP</b>	\$1,548,290												
<b>FAO</b>	\$2,029,060												
<b>UNEP</b>	\$422,650												
<b>Total</b>	\$4,000,000												
<p><b>Final Joint Programme Evaluation</b></p> <table border="0"> <tr> <td><b>Final Evaluation Done</b></td> <td>Yes</td> </tr> <tr> <td><b>Evaluation Report Attached</b></td> <td>Yes</td> </tr> <tr> <td><b>Date of delivery of final report</b></td> <td>08/04/2013</td> </tr> </table>	<b>Final Evaluation Done</b>	Yes	<b>Evaluation Report Attached</b>	Yes	<b>Date of delivery of final report</b>	08/04/2013	<p><b>Joint Programme Timeline</b></p> <table border="0"> <tr> <td><b>Original start date</b></td> <td>21 October 2009</td> </tr> <tr> <td><b>Final end date</b></td> <td>31 March 2013</td> </tr> </table>	<b>Original start date</b>	21 October 2009	<b>Final end date</b>	31 March 2013		
<b>Final Evaluation Done</b>	Yes												
<b>Evaluation Report Attached</b>	Yes												
<b>Date of delivery of final report</b>	08/04/2013												
<b>Original start date</b>	21 October 2009												
<b>Final end date</b>	31 March 2013												

**ACRONYMS AND ABBREVIATIONS**

AWP	Annual Work Plan
BoFED	Bureau of Finance and Economic Development
BoPA	Bureau of Pastoral Affairs
BoWD	Bureau of Water Development
CC	Climate Change
DA(s)	Development Agent(s)
EFY	Ethiopian Fiscal Year
Env	Environment
EPA	Environment Protection Authority
FPE	Final Programme Evaluation
ERG	Evaluation Reference Group
FAO	Food and Agricultural Organization
FGD	Focus Group Discussion
Ha	Hectare
HEI	Higher Education Institution
IGA	Income Generating Activities
IPs	Implementing Partners
JP	Joint Programme
Km	Kilo meter
LMC	Livestock Marketing Cooperative
MDG	Millennium Development Goal
MDG: F	MDG Achievement Fund
MDTF Office	Multi-Donor Trust Fund Office, UNDP
MOU	Memorandum of Understanding
MoA	Ministry of Agriculture
MoFED	Ministry of Finance and Economic Development
MTE	Mid-term Evaluation
NGO	Non-governmental organization
NRCM	Natural Resource Conservation and Management
PCO	Programme Coordination Office
PMC	Programme Management Committee

## **Environment Joint Programme in Ethiopia**

RC	Resident Coordinator
SNNPR	South Nations, Nationalities, and People's Region
TOR	Terms of Reference
TOT	Training of Trainers
UNDAF	United Nations Development Assistance Framework
UNEP	United Nations Environment Programme
UNDP	United Nation Development Programme
WoFED	Wereda Finance and Economic Development Office

**I. PURPOSE**

Pastoralists in Ethiopia, account to 12-15 % of the country's total population, occupy a total area of 625,000km<sup>2</sup> in Ethiopia, which is 60% of the country's land mass. The annual gross product of the pastoral sector amounts to some USD 560 million, equal to 8.4 of the Gross Domestic Product (GDP). The pastoral areas of Ethiopia have among the highest rates of poverty and the lowest human development indices. Pastoralists raise 50-70% of their livelihood from livestock rearing. Further, Climate change, resulting in drought and extreme weather patterns has reduced pastoralists' basic resource including communal rangeland, constrained mobility and significantly reduced the number and productivity of livestock. Changes in the traditional land use systems and limited alternative livelihoods have exacerbated this situation.

The Ethiopian Government, through the Plan for Accelerated and Sustainable Development to End Poverty (PASDEP) and Growth and Transformation Plan (GTP) has committed to address these challenges through policy reform and targeted programmes focusing on: improving pastoral livelihoods and assets base; management of rangelands; and encouraging livelihood diversification.

Cognizant to the aforementioned development problems, the MDG-F Environment Joint Programme "Enabling Pastoral Communities to Adapt to Climate Change and Restoring Range Land Environments Programme" has been implemented as of July 8/2010, involving the participation of pastoral communities in six pilots Weredas, four regional states, two federal implementing government organizations (MoA & EPA) and three UN agencies (UNDP, FAO & UNEP). Initially, the programme was intended to start in October 2009 but it was late by nine months.

The program directly supports the country's effort to enhance the pastoral area development focusing on enhancing enabling environment and developing basic capacity at federal, selected regional and district levels primarily to enhancing the resilience capacity of pastoral communities to climate change impacts.

The core objective of the JP was to enhance the enabling policy environment to effectively plan and execute pastoralist related climate-change adaptation and mitigation measures at federal,

## **Environment Joint Programme in Ethiopia**

regional and district levels and pilot measures to enable the pastoral communities to develop capacity for managing climate change (CC) risks and shocks in six districts. To meet the objective, the JP has targeted three strategic Outcomes/Components discussed below.

**Outcome 1:** Climate change mitigation and adaptation options for pastoralists mainstreamed into national, sub-national and district development frameworks;

**Outcome 2:** Enhanced capacity of government agencies and respective pastoralist community institutions to effectively respond to the climate change risks and challenges at all levels;

**Outcome 3:** Pastoral community coping mechanisms/sustainable livelihood enhanced.

The JP's planned Outputs were:

***Output 1.1*** Improved national/regional/local development plans, key sector policies, strategies and partnership to mainstream climate change mitigation and adaptation options into policy frameworks;

***Output 1.2*** Instruments/guidelines for mainstreaming federal, regional and district CC adaptation and mitigation in pastoral areas developed;

***Output 2.1*** Federal/Regional/district and pastoral community institutions capacity and service delivery to respond to pastoralist needs enhanced;

***Output 3.1*** Target community climate change sensitive needs identified, assessed and priority interventions agreed;

***Output 3.2*** Integrated Rangeland Management Implemented in the targeted districts for better livelihoods and coping with adverse climatic effects;

***Output 3.3*** Communities in 17 villages of the six districts participate in livelihood diversification activities to cope with climate change related livelihood risks.

Presumably, of the total 17,502 targeted male beneficiaries 16,646 men and out of 14,658 targeted female beneficiaries 12,086 women pastoralists have been benefited from the joint programme.

The joint programme was designed to contribute to the attainment of the MDG 7 - ensuring environmental sustainability; and was expected to contribute to MDG 1 - poverty eradication; MDG 2 - education; MDG 3 - gender equality; and MDG 4 - health. Besides that, the FPE has

## **Environment Joint Programme in Ethiopia**

acknowledged that the programme was also aligned to and contributed to the Government of Ethiopia's: (i) Growth and Transformation Plan (2010/11-2014/15) (GTP) (GoE, 2010c); (ii) Ethiopia's Agricultural Sector Policy and Investment Framework 2010 – 2020 (GoE, 2010b); (iii) Programme of Adaptation to Climate Change (EPACC) (GoE, 2010d); (iv) Vision for a Climate Resilient Green Economy (CRGE) (GoE, 2011); and (v) Nationally Appropriate Mitigation Actions (NAMA) (GoE, 2010a).

Further, the JP design was also in line with national priorities through the UNDAF and the DaO agenda for increase UN coherence and effectiveness.

### **Governance Structure**

The PMC, co-chaired by MoA and UNDP, has been responsible for the overall technical guidance of JP. The JP teams have made concerted making up efforts in bridging the gap for a lack of consultation during the initial programme design process by involving national and local government as well as the civil society in the decision-making processes and implementation of the programme activities.

The UN multi-agency partnership, involving UNEP, FAO, and UNDP, has added benefit of leveraging the skills of more than one agency in the programme implementation and strengthening the synergies. The involvement of these participating agencies was focused on the normative (policy/strategy, research), programmatic interventions at the beneficiary level and capacity development (human/institutional capabilities). Accordingly, UNEP's comparative advantage related to and focused on the activities of Outcome 1. Similarly, UNDP's comparative advantage is in capacity building, thus its involvement has been in Outcome 2 and FAO with activities of livelihood enhancement (Outcome 3).

## **II. ASSESSMENT OF JOINT PROGRAMME RESULTS**

The joint programme has targeted 32,160 pastoral community members (14,658 women and 17,502 men) as direct beneficiaries from the most vulnerable 17 pastoral Kebeles in six Weredas of Afar, Somali, Oromia and SNNP Regions. Of the total 17,502 targeted male beneficiaries 16,646 men and out of 14,658 targeted female beneficiaries 12,086 women pastoralists have been benefited from the joint programme. Its implementation has also involved the participation of federal government organizations (MoA and EPA) and three UN agencies (FAO, UNEP,

## **Environment Joint Programme in Ethiopia**

UNDP) within the framework of UNDAF and the “Delivering as One” agenda. The total program cost is USD 4,000,000, allocated from the MDG Achievement Fund.

Presumably, the attainments of programme results have been substantiated by:

- The inter-sectoral design of the JP is addressing more effectively the challenges of rangeland management, now exacerbated by climate change, than previous interventions.
- The inter-sectoral design of the JP, with the three components addressing (1) policy; (2) awareness raising /capacity building / training; and (3) on-the ground activities was been highly commended as meeting the great need to link actions.
- Overall, there has been strong national ownership of the JP, which has contributed to its success in implementing most of the planned activities.
- There has also been strong ownership at region / wereda and beneficiary levels
- The development of clean potable water points (wells, birkas, cisterns) in dry land areas brings immediate benefits for communities
- The JP managed to involve women in awareness raising / capacity building / training and will clearly be beneficiaries of the permanent water points

The JP results are discussed in line with the three outcomes below.



The major thrust of the work in component/Outcome/ one was on (i) Mainstreaming of pastoralist related climate-change adaptation and mitigation options into the national, sub-national and district development plans and into different sector policies and strategies; and (ii) developing instruments/guidelines for mainstreaming federal, regional and district CC adaptation and mitigation options. The accomplishments under Component (Outcome) 1 are presented below.

### **2.1.1. IMPROVED NATIONAL/ REGIONAL/ LOCAL DEVELOPMENT PLANS, KEY SECTOR POLICIES, STRATEGIES AND PARTNERSHIP TO MAINSTREAM CLIMATE-CHANGE MITIGATION AND ADAPTATION OPTIONS INTO POLICY FRAMEWORKS**



## **Environment Joint Programme in Ethiopia**

The programme results accomplished with this output were identification and analysis of climate change related risks/vulnerabilities of the pastoral communities to understand the extent of immediate and long-term impact of climate change; identifying alternative scenarios of resilience measures; identifying and analyzing policy and strategy gaps in federal and regional development framework; and developing cross sectoral national, regional and wereda pastoralist oriented climate change adaptation action plans.

Further, installing Climate Action Registry Information System; preparation and distribution of communication strategy document and public awareness tool kits; and preparing and publicizing mainstreaming guidelines for CC adaptation & mitigation options and validation of adaptation technologies have been completed. Countrywide awareness programmes were implemented focusing on pastoralist adaptation/mitigation issues. Policy gap analysis on pastoralist focused climate change adaptation were also expected to be made as deemed necessary to mainstream climatic change risks into national development planning, regional planning and policies.

### **CC RELATED RISKS/VULNERABILITIES OF THE PASTORAL COMMUNITIES AT FEDERAL, FOUR REGIONS AND SIX DISTRICTS IDENTIFIED AND ASSESSMENT REPORT PRODUCED.**

In order to achieve the output mentioned above, the programme started its intervention with the intention of preparing Regional Adaptation Programme vulnerability assessment of the pastoral communities at the four pilot regions (Afar, Somali, SNNPRS and Oromia) of the programme area. Accordingly, vulnerability assessment reports were prepared for the above-mentioned four regions.

Concerning vulnerability Assessment and preparation of Regional Programme of Adaptation to Climate Change:

- In preparation for undertaking vulnerability assessment, trainings on baseline assessment work were conducted for Regional and Wereda Task Teams.
- The ecological, social, economic and impact of climate-change information and data on the preparation of the report/programme was collected from various sources: Regional research institutes, universities, relevant regional and federal Bureaus, climate-related

## **Environment Joint Programme in Ethiopia**

trend data from metrological stations, NGOs working in pastoral areas and web-based data.

- The preparation of the Adaptation Programme for the regions has been completed.

Following the completion of the Regional Adaptation Programmes, with the technical backstopping from JP, the Wereda Task Teams have prepared the Wereda CC vulnerability assessment and adaptation programme.

### **CC RELATED FEDERAL AND FOUR REGIONAL STATES POLICY AND STRATEGY GAP ANALYSIS REPORT PRODUCED AND POLICY PROPOSAL PREPARED.**

The Regional Climate Change Adaptation Programme for the six pilot Weredas was aimed at producing comprehensive document that encompasses assessment results of vulnerability, adaptive capacity, response measures, gaps and technologies and best practices for the implementation of the identified response measure. In this process, the Programme aimed to identifying policy and strategy gaps, analyzing them and recommending policy and strategy proposals. With this understanding, policy and strategy gaps for all targeted regions have been incorporated in the comprehensively prepared respective Regional Adaptation Programmes. Cascaded from the Regional Adaptation Programme for the pilot Weredas was aimed at producing comprehensive document that encompasses assessment results of vulnerability, adaptive capacity, gaps and technologies and best practices for the implementation of the identified response measures. The Wereda Adaptation Programme and plan were completed, which have shown grass root gaps and options for CC-related issues.

### **FEDERAL, FOUR REGIONAL STATES AND SIX DISTRICTS CC ADAPTATION/MITIGATION STRATEGY, COMMUNICATION STRATEGY, ACTION PLAN PREPARED.**

The national, four regions' and six districts' climate-change strategy and action plans were prepared by the task teams represented from different offices /bureaus/ sectors of each four regions, six districts and federal respectively.

### **IT MATERIALS DISTRIBUTED TO THE FOUR REGIONS TO STRENGTHEN CLIMATE INFORMATION EXCHANGE.**

## Environment Joint Programme in Ethiopia

Climate Action Registry Information System” software installation completed and computers were provided to IP Weredas’ & the corresponding regions’ environmental agencies.

The Ethiopian Climate-Change Registry Facility was developed to serve as the Climate-Change Clearing House Mechanism. It was developed by strengthening the already existing web site of EPA (www.epa.gov.et).

To strengthen information exchange on climate-change adaptation, the Programme supplied IT materials such as computers, photocopy machines, scanners, fax machines and printers to the four regions and six districts in two rounds. The fax machines and the printers were procured only for the Weredas whereas the photocopy machines and the scanners were procured for both the Weredas and the regions.

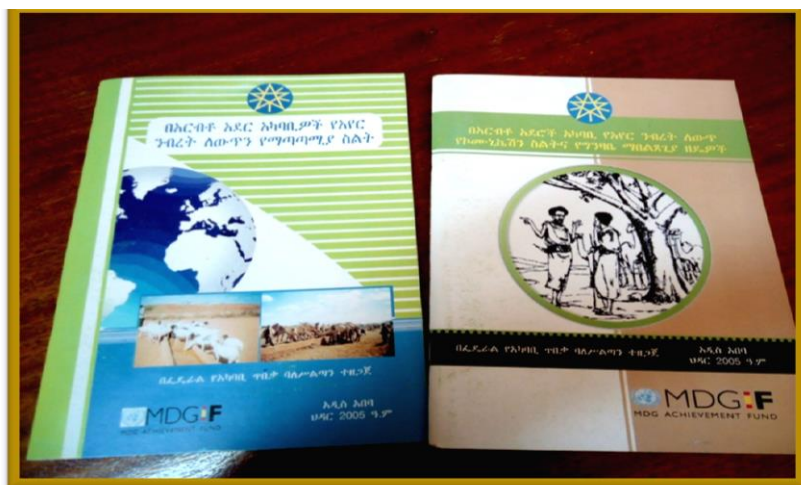
With the aim of Strengthening the climate-change clearing house mechanisms to exchange information on climate-change adaptation at national level, trainings were conducted on the E-environment for a total of 22 (M 21, F 1) experts; 20 experts from the 4 regions and 6 Weredas and 2 experts from the Federal IPs - EPA and MoA, by a consulting firm called *Cyber soft*. The purpose of the trainings was to enhance the capacity of the stakeholders on the utilization of the Ethiopian Climate Action Registry Information System (ECARIS) developed under the website of EPA for the exchange of information.

### **COMMUNICATION STRATEGY AND PUBLIC AWARENESS TOOLKIT PUBLISHED BY THE END OF THE 3RD QUARTER OF 2012:**

The preparation of a toolkit was delayed until the Adaptation programme was completed. The delay was because

of the content of the toolkit which is basically depends up on the assessment result of the adaptation programme. After the completion of the Adaptation Programme, the toolkit and communication strategy documents for the pastoral

**Fig 1. Communication Strategy & Toolkit Documents**



## **Environment Joint Programme in Ethiopia**

regions climate change adaptation and mitigation were developed and distributed among the JP regions. The communication strategy and awareness toolkit documents have been published in Amharic (Fig. 1).

### **2.1.2. TOOLS/ GUIDELINES FOR MAINSTREAMING CC ADAPTATION AND MITIGATION INTO FEDERAL, REGIONAL AND DISTRICT DEVELOPMENT PLANNING SYSTEM DEVELOPED.**

The lowest administrative unit, where planning and execution of development activities take place is the district (Wereda). Each Wereda has administrator, council, office of sector agencies and judiciary. However, Weredas lack comprehensive environmental and sustainable development strategies to guide planning and often times lack capacity, especially those pastoralists Wereda's. The main results under this output were therefore, development of comprehensive user-friendly mainstreaming methodology and training manuals for environmental and sustainable development issue, including climate change and preparation of Integrated Comprehensive Wereda Environmental and Climate Strategy that were planned to facilitating climate-change adaptation and mitigation.

The achievement of the above planned output was measured with the target areas situation in which there exist tools/manuals for mainstreaming CC adaptation and mitigation for pastoralist, which was based on the successful accomplishments of the following activities and targets of this output.

### **MAINSTREAMING METHODOLOGY, TOOLS/MANUALS/GUIDELINES/ TRAINING MANUALS DEVELOPED.**

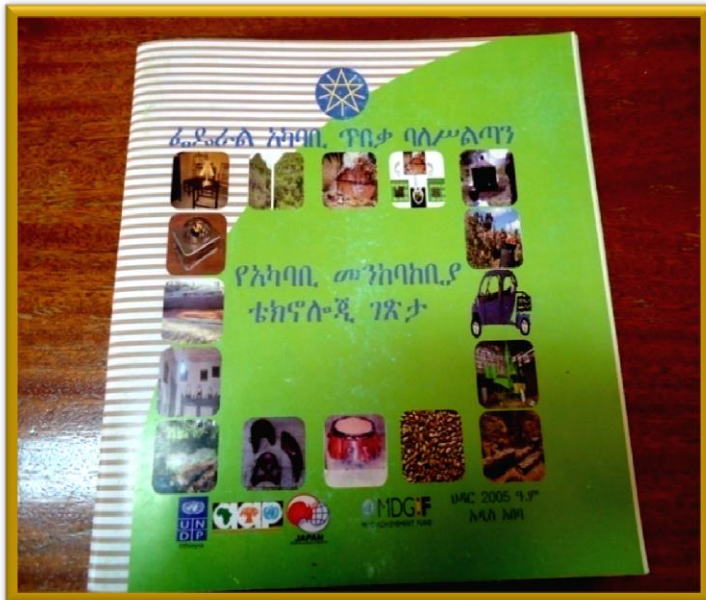
A Climate-Change Mainstreaming Guideline has been developed mainly with local government expert contributions. Stakeholder consultation to validate the document has been carried out. Similar training workshop was also given to the parliamentarian, specifically to the Environmental Protection and Natural Resource Standing Committee of the House of Peoples Representatives on February 5 and 6, 2011 at Adama town.

The four regions and six Weredas Climate Change Adaptation Programmes action plans and Mainstreaming Guideline documents have been published and distributed to IPs.

**Environment Joint Programme in Ethiopia  
TOOLKITS ON ADAPTATION TECHNOLOGIES TO BE TRANSLATED AND  
PUBLISHED.**

In an effort to finalizing, publishing and disseminating tool kits of different appropriate

**Fig2. Adaptation Technology Manual**



adaptation technologies and practices, a toolkit of 14 different appropriate adaptation technologies, which have been proven and checked at different parts of the country, has been prepared and published in Amharic (Fig. 2).

The documents have been distributed to the regions and Weredas via the people who participated on the capacity-building workshop conducted in January 2013.

2.2.  
COMPONENT 2

**Government and pastoral institutional capacities strengthened to effectively respond to the climate change risks and challenges**

The JP has envisaged enhancing the responsiveness of concerned federal, regional and district government organization by developing their institutional capacity, improving their understanding of the process and effect of climate change, improving understanding of the available policy responses, establishing and strengthening coordination mechanism and information sharing under component 2. The accomplishments are presented below.

**2.2.1: Federal/Regional/ district and pastoral communities’ institutions capacities and service delivery to respond to pastoralist community needs enhanced.**

**FEDERAL/ REGIONAL/ LOCAL PRACTITIONERS AND COMMUNITY MEMBERS ENABLED TO PLAN, MANAGE CC ADAPTATION AND RESOURCE-BASED CONFLICTS.**

Based on the initial AWP, it was planned to conduct TOT for 60 Federal and Regional experts on CC adaptation and mitigation. Accordingly, the PCO conducted such the TOT in Adama, Ethiopia from October 4th - 13th / 2011 in collaboration with UNDP (Fig. 3).

The TOT module was designed to help the practitioners to identify impacts of changing climate and developing adaptive responses. It was also aimed to help the practitioners to carry out a vulnerability and impact assessment based on an ecosystem analysis and suggest sectoral adaptation options that were relevant to the decision-makers. The adaptation options were

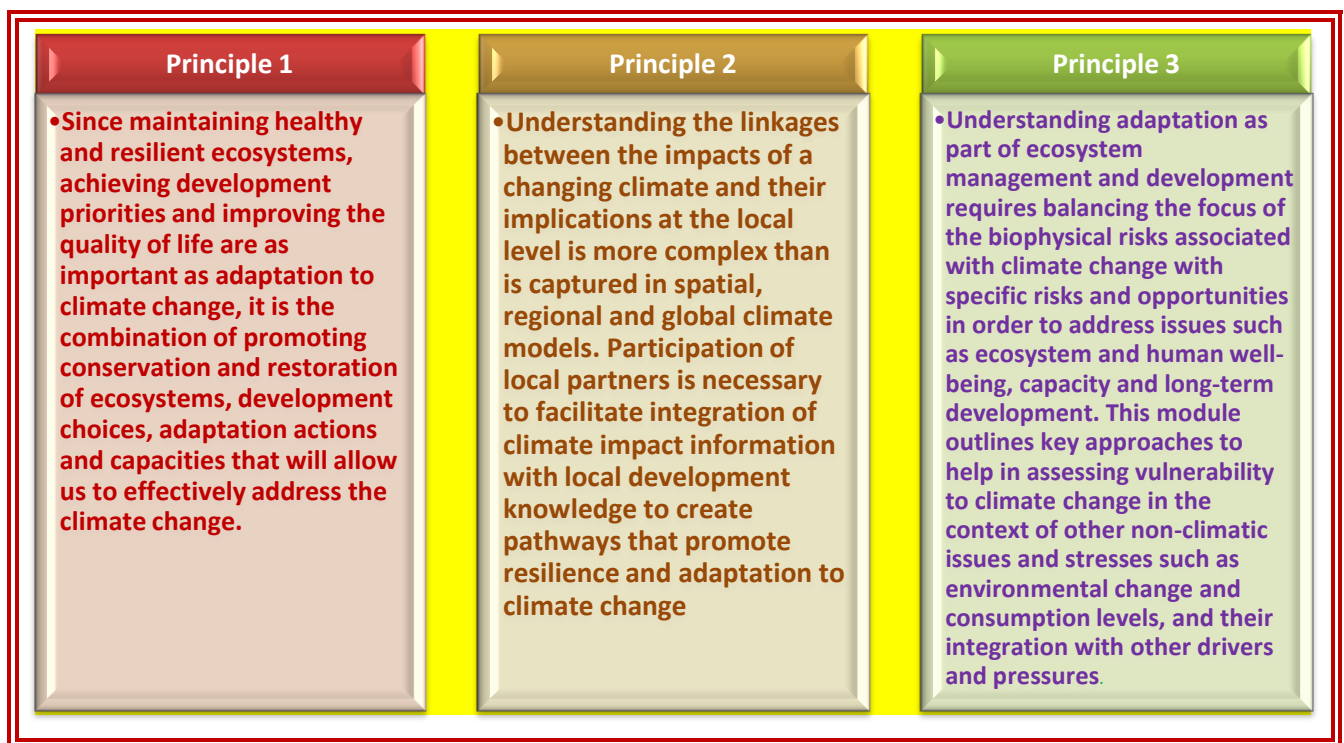
**Fig3. TOT Participants at Adama**



developed into practical implementation plans at their respective District Administration / National Regional State level.

Supported by examples and exercises, the module describes the process for addressing climate change in the context of other development priorities and ecosystems to help decision-makers move towards more sustainable development pathways and ecosystem resilience. In the module, it was emphasized that, when developing responses to climate change, the following key principles were taken into account (Fig. 4).

**Fig 4. Key Principles for CC Developing Responses**



As far as the training outcome is concerned, institutional capacities of key partners at Federal (MoA), IP Regions and IP Weredas were strengthened to effectively respond to climate-change risks and challenges. In line with this, the expected output results were:

- Federal, Regional and District key practitioners were enabled to plan/manage climate-change adaptation/mitigation and resource-based conflicts.

## **Environment Joint Programme in Ethiopia**

- Significant numbers of skilled trainers were produced on climate-change adaptation/mitigation programme management, and early warning & response systems deployed.

Generally, in the TOT 50 (2 F, 48 M) participants took part. The plan achievement was 93.3% as compared to the AWP.

### **PARLIAMENTARIANS, FEDERAL/REGIONAL/DISTRICT CIVIL SERVANTS, SELECTED PASTORAL COMMUNITY LEADERS SENSITIZED TO MAKE THEM RESPONSIVE TO THE CC ADAPTATION NEEDS OF THE PASTORAL COMMUNITY.**

In the AWP, it was planned by EPA to undertake the two-round study tour/peer learning for Parliamentarians, Sectoral, regional and district decision makers, including EPA and MoA. Nevertheless, this planned activity was not conducted as per the AWP. The respective IP (EPA) reported the reason for this that the budget allocated for this activity was shifted to and used for the procurement of IT materials in response to the needs identified by the capacity assessment. The budget requested to address the capacity needs has not been released from UNEP.

### **EXISTING CAPACITY OF PASTORAL COMMUNITIES INSTITUTIONS AND RELEVANT GOVERNMENT INSTITUTIONS ASSESSED, GAPS IDENTIFIED AND NEEDS DEFINED**

Regarding the planned activity for assessing capacity needs of the institutions, a task force represented from different sectors/bureaus/offices at federal, regional and district levels were trained on the preparation of the capacity needs of their respective regions or Weredas. Accordingly, they prepared the climate-change adaptation capacity needs of the different sectors/bureaus/offices at the federal, region or district respectively. To this end, all the four IP regions, six IP Weredas and seventeen IP Kebeles were addressed for the capacity need assessment activity. Hence, 27 (100% achievement as compared to the initial plan) institutions have been assessed.

The capacity gap was increasingly recognized to exist at three levels: strategic, organizational and individual levels. The strategic capacity limitation would be dealt with policy and strategy. With regard to organizational capacity, although there was a variation among the four regions



## Environment Joint Programme in Ethiopia

and Weredas, it was generally understood that environment and pastoralist-centered organizations lack capacity in terms of skill, knowledge, equipment and management systems. Hence, capacity needs of the four regions and six pilot Weredas were assessed and critical and immediate needs were targeted and supported by the project. Long-term capacity development was also considered to create sustainable institution that supports long-term social transformation for resilience to climate change.

Based on the capacity needs identified by the assessment made at the federal, regional and district levels, a critical capacity need was addressed by procuring and distributing six laptop computers and 6 LCD projectors for the six Weredas and four desk-top computers for the four regions. Similarly, a workshop was conducted on different issues of climate change to build the capacities of experts represented from different sectors, bureaus and offices at the federal, regional and Wereda levels.

### **IMMEDIATE AND CRITICAL CAPACITY NEEDS OF KEY GOVERNMENT AND COMMUNITY INSTITUTIONS STRENGTHENED.**

The four regional states and six district government institutions responsible for environment and pastoralist affairs were targeted for supply of technical equipment, computers and software; and focused training was also provided to key staffs. Table 1 below shows the gender breakdown of the training participants. Of the total 3454 participants, 25.85% were women.

*Table 1: Gender breakdown of training participants*

Region	Women	Men	Total no. of course participants	% women attending courses	% men attending courses
Somali	360	745	1105	32.6%	67.6%
Oromia	216	629	845	25.6%	74.4%
SNPP	67	379	440	15%	85%
Afar	247	811	1058	23.4%	76.5%
MDG-F JP	890	2564	3454	25.8%	74.2%

Since a climate-change response needs multi-stakeholder involvement at various levels, there was a need to have synergy and coordination. To this end, local pastoralist climate change

## Environment Joint Programme in Ethiopia

strategy and action plan coordination mechanism were established in six districts and supported with critical supplies.

Concerning this specific output, the detailed training courses delivered by the JP is shown in Annex 2. The aggregate achievement percentage for recruitment of project staff, procurement of basic supplies and other different related capacity-building activities was 100% (i.e. in terms of plan-achievement percentage).

Specifically, different recruitment and procurement activities have been conducted as indicated below.

### Recruitment

Concerning human capacity building for the JP, each IP's regional bureau has assigned a fulltime focal person for supervising the JP implementation. In addition, there have been a total of 10 (2 F, 8 M) employees recruited for running the JP activities at different capacities as portrayed in Table 2 below. Further, the government and UN agencies staff input is detailed in annex 1.

*Table 2: Employees of the JP IPs*

S.No	Position	No	IP	Remark
1	Programme Coordinator	1	MoA/PCO	
2	Finance Officer	1	MoA/PCO	
3	Training/ Capacity Building Officer	1	MoA/PCO	
4	Project Officer	6	4 IP Regions	For 6 Project Weredas
5	Driver Messenger	1	MoA/PCO	
	Total	10		

### Procurement

Equipment, furniture and supplies have been procured as per the AWP planned and approved by the respective stakeholders to capacitate the IP's institutions at federal, regional and wereda levels. Annex 3 depicts the fixed assets procured and delivered for all the IPs.

## **Environment Joint Programme in Ethiopia**

Besides that, information on climatic change was packaged and disseminated; focused training was given at federal, four regional, six districts and local community levels; tailored community-based adaptation and early warning and response mechanisms including indicators, manuals, and working procedures for information exchange designed and implemented; and local community institutions were revitalized to function and support their community.

### **Reorientation to IPs**

The PCO staff has reoriented regional and wereda IPs on programme improvement plan & provided technical backstopping frequently. To this end, the regional and wereda implementers have been supported to speed-up the JP activities implementation within the period as per the AWP.

### **Phase-out Strategy**

The JP exit strategy was prepared by PCO and disseminated to stakeholders following a thorough discussion by all stakeholders during the programme evaluation workshop in April 2012. As a follow-up action, the phasing over guideline has been produced and disseminated to regional and wereda IPs for implementation. Accordingly, official operational and financial closure of the programme was undertaken in accordance with the exit strategy and phasing over guideline in March 2013.

### **Communication and Advocacy Strategy**

Despite the fact that the JP did not have a communication and advocacy strategy plan during its launching event, lately the PCO in collaboration with the concerned stakeholders has prepared the communication and advocacy strategy for the Environment JP. This was disseminated to

**Fig 5. Keynote Address by H.E. Ato Sileshi Getahun, State Minister.**



stakeholders during the programme evaluation workshop (Fig.5) in April 2012. Accordingly, a lot of JP communication and advocacy activities have been conducted as depicted below.

## Environment Joint Programme in Ethiopia

- Broadcast programmes on CC adaptation issues in different JP implementing area languages (including local FMs & TV programmes) were disseminated,
- The promotion of CC adaptation was integrated and articulated via Mass Run planned by Green promotion on climate change & increasing global warming by sponsoring the cost of Banners.
- Linkage with selected civil-society organizations for MDG related adaptation advocacy: HEIs/ATVET institutions in the four IP regions were selected and communicated for strategic partnership. Using these partnerships, the JP has supported communication and advocacy event days on CC adaptation programmes
- Produced and disseminated climate mitigation/adaptation information through print media (posters, bulletins, calendars, stickers with Log, Key holder). As a result, a great deal of the communities around has been communicated.

### **LOCAL PASTORALIST CC RESPONSE COORDINATION MECHANISM ESTABLISHED.**

It was planned in the AWP that critical mass of skilled trainees on adaptation programme management and early warning and response systems deployed starting from the 1st year of the project period.

Based on this, the specific planned TOT and the subsequent training programmes were conducted by the IPs. The detail on these issues is portrayed by Fig 7.

At Federal level, TOT for 20 federal and regional experts was conducted in combination with the TOT mentioned under 2.2.1 above. The accomplishment in this regard was 100%.

At regional level, TOT/advanced training was also provided on the use of GIS equipment/software, on adaptation/mitigation activities in various sectors, on planning, organizing and managing monitoring and evaluation, and on early-warning skills and response activities design and management for climate change related risks. Fig. 6 and 8 show partial view of the

**Fig 6. TOT by Somali IP**

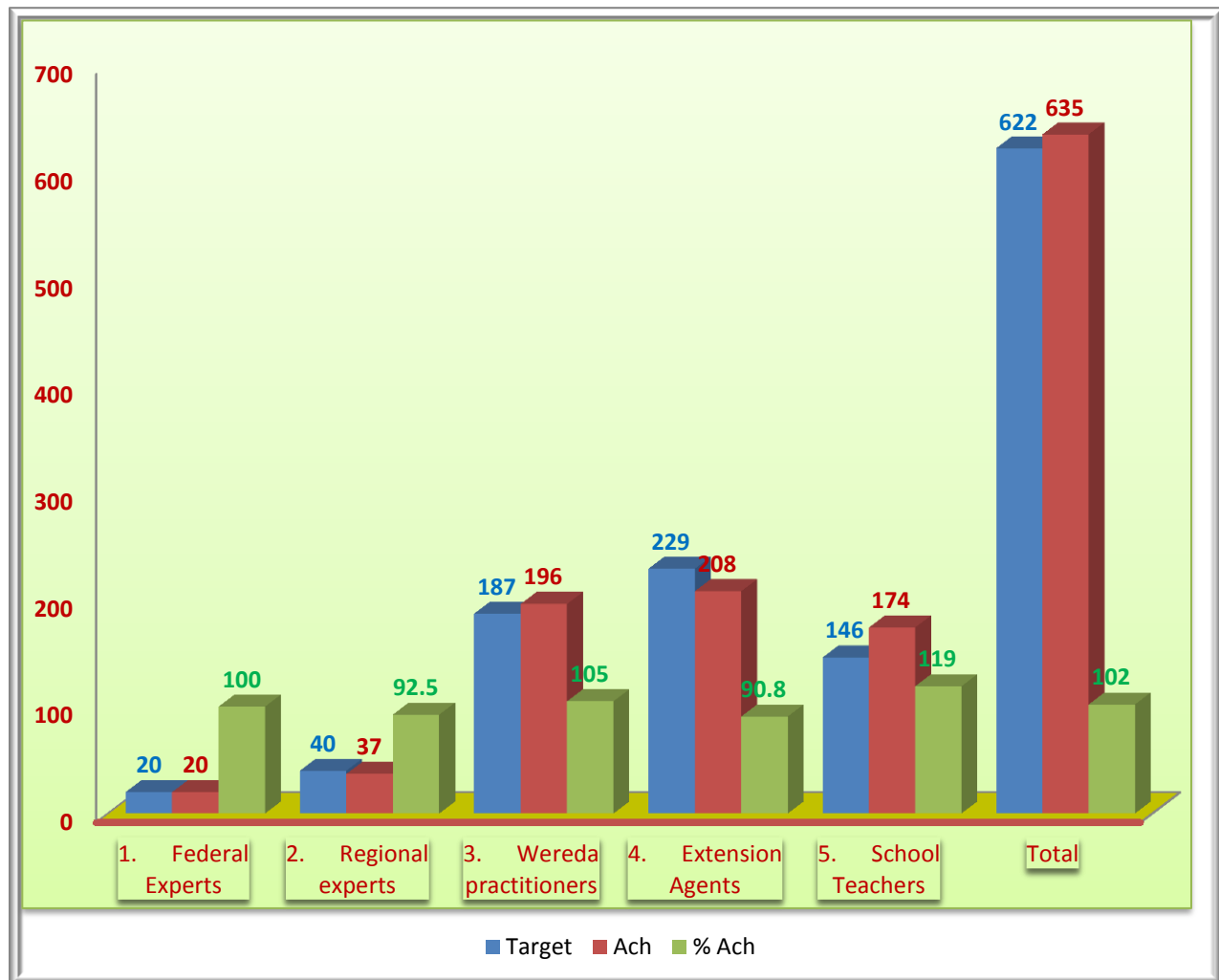


## Environment Joint Programme in Ethiopia

TOT conducted by Somali IP. The average achievement percentage of the TOT programmes planned to be conducted at the regional level was 92.5%.

Following the regional level TOT, related training was given to Wereda practitioners by the trainers who took the TOT. Concerning the achievement percentage, the planned training conducted for Wereda practitioners /experts, extension agents and school teachers was very much successful, 105%, 90.8% and 119% respectively (Fig. 7).

**Fig 7. Capacity Building /Trainings Given at Programme Level**



In sum, it has been seen, the TOTs were given to staff of relevant federal, regional and district government institutions, and community practitioners to enhance their planning, and execution capacity. So far, in the implementation period of the Environment JP, 635 (102 % achievement

**Environment Joint Programme in Ethiopia**  
compared with the target planned as 622) practitioners have taken TOT on climate-change adaptation and mitigation at the programme level (Fig 7).

**Fig 8. Partial view of Training by Somali IP**



### **INFORMATION ON CC MITIGATION AND ADAPTATION PACKAGED AND DISSEMINATED**

It was planned to adapt and prepare an information package in local languages. For this, the MoA and Regional IPs have designed and produced the CC adaptation and mitigation information package in February 2013.

The responsibility of adapting and preparing the information package in local languages was left for regional IPs. In line with this, Afar and Somali IPs have produced a total of four and two information packages in their local languages, respectively. Thus, both regions have disseminated the information package using their FM radio and TV programme.

With regard to CC adaptation and mitigation information dissemination through print media, SNNP region has produced and disseminated one document. On the other hand, Somali region has produced and disseminated 1000 different package of information on print media. In fact, the region actually has produced 1125 (112% achievement) different information documents and disseminated to the concerned stakeholders. These are posters, brochure, calendars, key holders, stickers with MDG-F logo and JP promoting messages.

## **Environment Joint Programme in Ethiopia**

Moreover, this specific output had an activity to produce and disseminate CC mitigation through radio. Hence, Afar, SNNPR and Somali Regions had planned initially to produce and disseminate CC adaptation and mitigation information to the society for 16, 1, and 24 weeks, respectively. Thus, Afar and SNNP regions have implemented as per the plan (16 weeks and 1 week, respectively). Whereas, Somali Region reported that from the planned 24 weeks, it has implemented 12 weeks (50% achievement).

### **SIX DISTRICTS USER FRIENDLY ADAPTATION EARLY WARNING AND RESPONSE MECHANISM PRODUCED AND PRESENTED.**

EPA planned to prepare and adopt district/ community user-friendly adaptation EWRS mechanism (manuals) for information exchange in its AWP. However, this plan has not been implemented due to UNEP's failure to disburse the fund allocated for the planned activity.

### **TAILORED AND USER FRIENDLY ADAPTATION EARLY WARNING AND RESPONSE MECHANISM OPERATIONAL IZED**

Although EPA had planned to undertake downscaling and delivering climate information to the pastoralist community, it has not been done due to the budget constraint resulted from UNEP's reluctant to disburse the remaining balance.

### **MONITORING SYSTEM ESTABLISHED AND FUNCTIONAL**

Series of regular monitoring of Regional IPs were undertaken, prepared and submitted quarterly and annually to concerned stakeholders at different levels. The regular monitoring activities have been conducted in two modalities. On the one hand, IPs conducted their monitoring jointly with their implementation team members, and separately the programme management/coordination office on the other hand as deemed necessary. Twenty-six monitoring activities have been conducted at the programme level in total.

#### **Regular Monitoring by IPs**

Regional IPs including PCO have made their planned regular monitoring every quarter and this has been reported every quarter.

## Monitoring by PMC

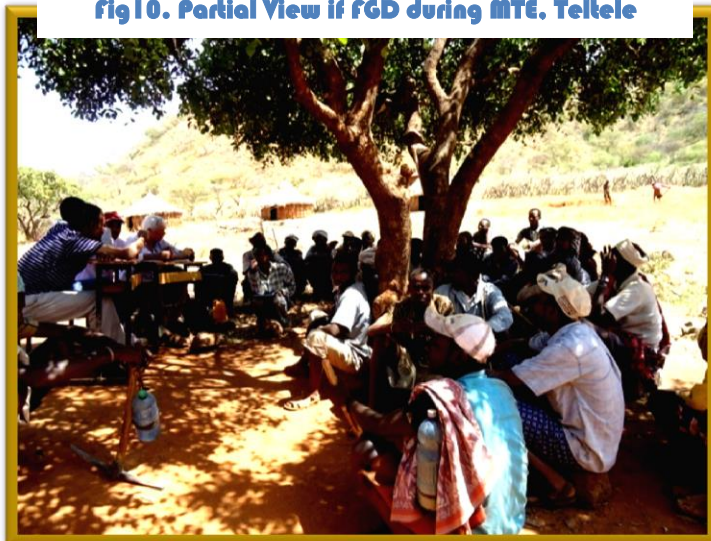
At PMC level, two Joint Monitoring Missions have been conducted. The first joint monitoring mission was conducted in February 2011 while the second was conducted in July 2012. The two missions involved technical representatives of all the participating UN Agencies and the Federal IP's (Fig. 9). These missions were found to be valuable in that they provided technical backstopping activities for actual implementation of physical and financial activities at regional and local levels.

Fig 9. Joint Monitoring Mission Team



## Mid-term Evaluation (MTE)

Fig 10. Partial View of FGD during MTE, Teltele



An independent international consultant undertook a Mid-Term Evaluation (MTE) of the JP in February 2012 (Fig. 10). The international consultant met with all key JP personnel (MoA, EPA, UNDP, UNEP and FAO), also MoFED and visited JP pilot kebele / PAs in Somali and Oromia to meet with PMTs and PITs.

Pursuant to the MTE TOR, in country mission was conducted between January 23 and February 3, 2012. The mid-term evaluation report was delivered from the international consultant through the MDG-F Secretariat in March 2012. The MTE noted that programme start-up has been delayed, due to undecided initial ownership and a slow programme implementation process (amounting to about nine months). In addition, the delay has been exacerbated by a significant lag in the programme implementation, resulting from the programme's design and the delays in budget transfers particularly to the IPs. Despite that, it is



### **Environment Joint Programme in Ethiopia**

acknowledged that this has been one of the general lessons of the design of MDG-F JPs that setting-up of such inter-sectoral programmes which require strong coordination is very time consuming, thus need sufficient preparatory phase prior to immediate start-up of the implementation phase.

The MTE was clearly the catalyst that in the end has ensured the success of the programme, as the MTE report clearly galvanized the IPs and EPs into action. Very soon after the report was published, a major joint re-programming exercise was undertaken, the aim of which was to speed-up implementation of the JP's planned activities in an effort to achieve as many as possible of the planned outputs and outcomes within the JP period. Notably it was agreed during re-programming that monitoring and technical backstopping should be increased and subsequently two field-monitoring missions were mounted in July 2012, one to Somali and Oromia Regions, the other to Afar and SNNP Regions, each involving staff from partner UN agencies and government federal and regional implementing partners.

As a result, programme improvement plan was developed based on the MTE recommendation and joint programme review workshop was conducted with all stakeholders. The general objective of the workshop was to discuss and agree on the programme improvement plan for overcoming administrative and process challenges, and ensure the exit strategy and phasing over guideline carrying out to speed up JP implementation in the remaining period. The improvement plan generally considered:

- a) the identification of administrative & processes challenges and concrete active measures for improvement
- b) the identification of partnerships, which reflect the programme's sustainability and exit strategy.
- c) the implementation of the Communications & Advocacy strategy and an appropriate M&E system.

Presumably, the mid-term evaluation has added a profound value in the implementation progress of the JP planned activities. As a result, the MTE *has made the following major* contributions.

## Environment Joint Programme in Ethiopia

- Stakeholder Programme review workshop conducted based on the suggestions of the MTE report. Accordingly, the AWP for all IPs was reprogrammed incorporating practical and tangible implementation modalities in the remaining JP period.
- A no-cost extension was requested and the MDG-F Secretariat accepted this. This has created a favorable atmosphere for IPs to breathe a sigh of relief out of tight implementation period created due to a 9-months delay in the programme implementation startup.

### Programme Review Workshop

Pursuant to the midterm evaluation, it was critical to conduct all stakeholder workshops to review and develop the environment joint programme (JP) work plan for the remaining implementation period. The workshop (Fig. 11) was organized by the Programme Coordination office at the Ministry of Agriculture based on the decision made by the programme management committee (PMC).

Key stakeholders from all partners brought together representing government ministries (MoA, EPA & MoFED), UN agencies (UNDP, FAO & UNEP), regional and district levels implementers. The workshop provided a unique opportunity to bring together 50 participants with a wide range of experience and expertise working in contexts as diverse as regional states of Somali, Afar, Oromia and SNNPR. Participants were able to deepen their personal understandings of strategies of the JP's implementation in the remaining short period. The Workshop also introduced a number of new tools, strategies and processes for implementing the JP activities.

Fig 11. ToT Workshop Participants



The general objective of the workshop was to share and develop an improvement plan towards new strategies for overcoming administrative and process challenges in the remaining JP period. The improvement plan generally considered:

1. The identification of administrative & processes challenges and concrete active measures for improvement.
2. The identification of partnerships which reflect the programme's sustainability and exit strategy.
3. The implementation of the Communications & Advocacy strategy and an appropriate M&E system.

The three-day workshop was productive. Participants explored their own best practices, discussed the experiences and showed determination as a strategy for a complete implementation of the JP in the remaining short period. Participants were given time to discuss their own experiences as to how they can reprogramme their respective JP activities through the development and sharing of best practices, which proved a valuable chance to not only hear of promising practices and lessons learnt, but also identify common challenges and develop strategies and indicators to tackle them. Issues relating to the necessity of coordination approaches to strategic programming were discussed, and the Workshop ended with a planning session where participants individually and collectively identified next steps and priority activities for action.

### **Final Programme Evaluation (FPE)**

The joint programme final evaluation was conducted by independent international consultant; and had the following two goals;

1. To measure to what extent the environment joint programme has fully implemented its activities, delivered outputs and attained outcomes, specifically measuring development results.
2. To generate substantive evidence-based knowledge, by identifying best practices and lessons learned that could be useful to other development interventions at national (scale up) and international level (replicability).

## **Environment Joint Programme in Ethiopia**

The evaluation was particularly attentive to the significant socio-economic, economic and environmental contexts and recent changes which have occurred in the JP regions and more widely in Ethiopia since the programme was designed. The Summary of Conclusions, Lessons Learned and Recommendations of the FPE is depicted in Annex 6.

The FPE used multiple sources of information that enabled the results to be triangulated from different sources, to help to verify the accuracy and reliability of the information upon which the findings are built, drawing unbiased conclusions, making recommendations and drawing lessons from the JP. Also, during the in-country field mission which included visits to all four JP regions, four Wereda and ten kebele /PAs):

- \* structured community group discussions with programme beneficiaries (men and women);
- \* other participatory techniques;
- \* field visits for on-site observation of impacts on the ground.

In order to remain independent, after initial introductions, all meetings with regional and Wereda implementation teams and with beneficiaries were as far as possible conducted without the presence of the executing and implementing authorities (UNDP, FAO, UNEP, MoA and EPA).

Presumably, FPE has confirmed that the sound design of the JP (Outcomes / Outputs / Activities) has greatly contributed to the current situation where it seems highly likely that the benefits of the programme will continue into the medium and optimistically long term.

In sum, the accomplishment in institutional capacity building has been a positive indication of outcome two. The most commendable performance indicators of this are the accomplishment in mainstreaming the program implementation governance structure into existing government structure, conducting regular reorientation of program approaches and strategies to regional and Wereda implementation partners, provision of office equipment and materials, and conducting training and workshops on CC adaptation and related topics attended by 463 civil servants (M=419, F=64); 2,845 University communities; 1,349 cooperative members; and 48 national and local institutions.

The complex relation between ecological sustainability and livelihood improvement for the pastoral community is sharply visible due to climate change and its consequences. In particular, to effectively cope up with this risk and vulnerability dimensions, livelihood diversification, asset building and development of pastoralists' skill through training in, among others, rangeland management, water harvesting, fodder development, marketing, information and entrepreneurship are the key features.

According to the JP, the planned outputs underpinning the pastoral ecological and sustainable livelihood linkages were planned to be supported by activities ranging from needs assessment; implementation of pastoral ecological productivity and target pastoral communities household income generation activities; in particular, gender balanced micro financing schemes to support coping and livelihood mechanisms are up held as a means to alleviate poverty and reflect the societal imbalance in the pastoral communities.

The achievements of the above planned activities at the outcome level are said to be effective if the situations in the program areas are improved in access to natural resources (feed/water) and increased in production and off take of livestock because of their combined effects. The planned accomplishment of the program outputs and their activities contributing to the outcome 3 are presented as follows:

### **2.3.1. CLIMATE SENSITIVE NEEDS IDENTIFIED, ASSESSED AND PRIORITY INTERVENTIONS AGREED**

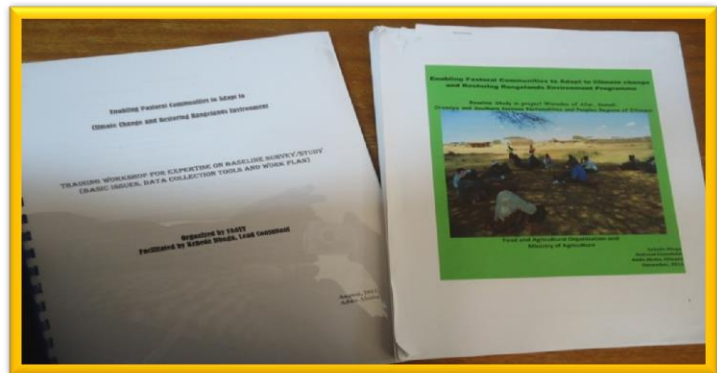
Planned results associated with this output were focused on generation of baseline data for the communities regarding water resources, mechanisms of improving feed resources and livestock productivity in the selected villages (2 to 3 villages) in each 6-target district. To this end, generate baseline information for target communities (villages); establish a community climate fund in the six districts; identify viable income generation opportunities/activities were selected.

**Environment Joint Programme in Ethiopia**

**BASELINE DATA GENERATED ON: POTENTIAL, ACCESSIBILITY, MANAGEMENT, AVAILABILITY AND ALTERNATIVES IN: WATER, LIVESTOCK, RANGELAND AND MARKET. IN THE SELECTED VILLAGES OF THE 6 DISTRICTS**

Lead Consultant recruited, and seven MoA staff trained and participated on data collection. The study was conducted 17 target Kebeles/PAs in the six Weredas/Districts of the four project regions. Baseline information was collected and analyzed on climate change, water and feed resources, livestock productivity/marketing and income-generating activities of the Weredas. The final report was submitted by the lead consultant in December 2011 (Fig. 12).

**Fig 12. Baseline Survey Document**



**2.3.2. Integrated Rangeland Management practices promoted in the targeted districts for better livelihoods and coping with adverse climatic effects:**

The results from this output designed to cover improving access to functional water points on a sustainable base in selected villages of the study district, improving livestock feed resource availability, placement of mechanisms to increase livestock productivity and marketing for women and men in the study districts.

The performance indicators for the success full implementation of the above-mentioned planned outputs are:

1. Seventeen PAs/villages from six districts accessed water supply.
2. Seventeen PAs/villages from six districts secured feed resources.
3. Veterinary health posts, capacity of CAHWS and vets and market facilities constructed and made functional in the six districts.

The accomplishments of these targets are presented in Table 4 and 5; and discussed as follows:

**Environment Joint Programme in Ethiopia**  
**ACCESS TO FUNCTIONAL WATER SCHEMES IMPROVED ON A SUSTAINABLE**  
**BASIS ON THE FIRST, SECOND AND THIRD YEARS OF THE PROJECT:**

**Conduct preliminary assessment to ensure feasibility and cost-effectiveness of different water schemes:**

Assessment on water resources and consultation with Community members on identification of the type and location of water schemes development has been carried in all regions. Moreover, design and specification for water schemes in Somali, Oromiya, SNNP and Afar regions were completed. The achievement against the planned target was 100 %.

**Construct dams (earth/surface/sub-surface) at project areas:**

Out of the total five dams planned to be constructed in the six districts of the project area, eight dams have been completed. The programme accomplishment in this regard was 160 % with different performance rate among the targeted regions as it is shown in the Table 4.

The over achievement has been attributed to the additional three dams constructed by Somali Regional State.

**Fig 13. Functional water scheme (Earth Dam) at Teletle**



**Rehabilitate wells/ponds:**

With regard to wells/ponds that were targeted to be rehabilitated in the programme areas, fifteen ponds/wells have been rehabilitated to date at the programme level, which was 100% accomplishment.

**Establish / strengthen WATSAN committee.**

## **Environment Joint Programme in Ethiopia**

At the programme level, 94 WATSAN committees were established, which was 106.8 % from the programme plan. The establishment of six additional committees in Oromia and SNNP Regional State is the reason for overage from planned target. In order to develop the physical capacities of local institutions/committees via material/ equipment/furniture supply, the required basic materials for maintenance of water schemes were procured and delivered for each established water committee within the targeted Weredas.

### **Conduct workshop on Sanitation and Hygiene for community water managing committees**

As it was planned to conduct a workshop for 404 members of the pastoral community including water-managing committees on sanitation and hygiene, training was provided for 504 members of the management committees & users. The accomplishment against the planned target was 124.8 %.

Moreover, training such as water harvesting facility construction, maintenance and management, and basic principle and concepts of hygiene were delivered to the hygiene committees in the targeted areas.

### **Construct water-harvesting facilities such as cisterns and birkas:**

Programme target areas have completed the construction of 23 cisterns/birkas out of the planned 29. The performance rate in this respect was 79.34 %. The short falls in programme accomplishment have been attributed to less performance rate of Somali and SNNPR Regional States. Fig. 14 shows a cistern constructed at Teltele Wereda.

**Fig 14. Cistern Visited at Teltele by MTE Consultant**



## **SYSTEMS AND TECHNOLOGIES THAT ENHANCE AVAILABILITY OF FEED RESOURCES PROMOTED IN SELECTED SITES (2 TO 3 VILLAGES) OF THE SIX DISTRICTS:**

### **Promote area closure for rangeland regulation and/or rehabilitation:**



## Environment Joint Programme in Ethiopia

Rangelands can be regulated and or rehabilitated through different intervention approaches and as a preliminary action for the project various activities have been launched and accomplished in all programme areas.

Towards promoting area closure for rangeland regulation and/or rehabilitation, the overall performances of the programme in all targeted areas were 327 hectare of degraded land have been enclosed to restore the productivity of land in targeted Kebeles. The performance rate for this activity was 100 % compared with planned enclosure. Inside the enclosed rangelands, different types of physical soil and water conservation structures were constructed on 193 hectare, which was 133% accomplishment.

### Reseed/re sow degraded rangelands:

Out of the total planned enclosed area 90 hectares of rangelands were planned to be re-seeded with improved forage and browsing species. Accordingly, the total area covered was 75 hectare in all targeted Kebeles of the four Regions. The achievement in this regard was 83%. According to reports from Regions, among the targeted areas Oromia alone performed the 20 hectare presented above.

### Promote control and management of bush and invasive plants:

A total land area of 1,499 hectares of rangelands cleared of bush encroachment with the participation of beneficiaries from all targeted areas of the programme. Compared with the programme target the accomplishment rate was 75 %. Fig. 15 illustrates bush/invasive plant controlling.

Fig 15. Invasive species controlling in Afar region



### Undertake cross visits for community members

One of the mechanisms planned by the JP to enhance the community awareness in relation to climate change and its coping and adapting mechanisms was undertaking cross visits to areas that have good experience. In line with this, cross visits for 144 programme beneficiaries were

### **Environment Joint Programme in Ethiopia**

conducted. The cross visits were focused on integrated watershed management, area closure, nursery management, FTC and income-generating activities. The accomplishment in this respect was 171 %.

#### **Conduct awareness creation workshop on better utilization of rangeland resources for community members:**

Awareness creation workshops on better utilization of rangeland resources were conducted for 1151 community members in all areas. Compared with the total targeted participants, the performance rate was 101 %.

#### **Establish Nurseries for multiplication of native and improved fodder species:**

In all targeted areas, nurseries were established, equipped with the required facilities and made functional. The total numbers of nurseries that have been established in all programme areas were six. The accomplishment against the planned target was 75 %. More than 400,000 different plant seedlings were raised in the nurseries. Moreover, training on nursery management and seedling planting and care techniques was conducted for model target groups in the programme areas.

#### **Plant native and improved fodder trees**

The seedlings produced by the JP were distributed to local communities and planted on communal rangelands and homestead. To this end, 333,700 different seedlings were planted in all targeted areas of the programme. The performance against the targeted number was 101 %.

**MECHANISM TO INCREASE LIVESTOCK PRODUCTIVITY & ACCESS TO BETTER MARKET PUT IN PLACE THROUGH THE POINTS IN THE BOX BELOW:**

**Box 1: Interventions for livestock productivity and market access enhancement.**

1. Conduct refresher training to vet staff Community Animal Health Workers (CAHWS)
2. Provide drugs to vet posts
3. Establish Livestock Marketing Cooperatives (LMC) facilitated with information service
4. Organize training and cross visits for Cooperative board members on cooperative principles, book keeping, business planning etc. by linking to output 3.3
5. Link LMC to community development fund to get access to initial capital
6. Provide office space, materials and necessary document to Cooperatives by linking to output 2.4
7. Construct/rehabilitate primary market posts

The achievement detail is presented in Table 6.

**Conduct refresher training to vet staff Community Animal Health Workers (CAHWS)**

95 vet staff and 151 Community Animal Health Workers (CAHWS) were targeted to get refresher training. Accordingly, 192 vet staff and 190 Community Animal Health Workers (CAHWS) were trained. The achievement against the target was 202.1 and 125.8%, respectively. The trainees have acquired knowledge on how to record and fill disease outbreak report, imperative knowledge on disease diagnosis, disease surveillance system and animal health information system and knowledge on proper handling of vet drug and equipment.

**Provide drugs to vet posts**

After completing the identification of requirements, procurements of drug have been completed and distributed to project areas. The performance was 100% against what has been planned for the period under review.

**Establish Livestock Marketing Cooperatives (LMC) facilitated with an information service.**

Thirty-five IGA cooperatives have been established in all programme areas. The achievement was 159.09 % against the planned target. The cooperatives were established by following the principles and guidelines adopted by the respective regional IPs. In sum, 799 male and 520 female pastoralists were organized in 35 self-identified IGA cooperatives, received seed money from the programme as a start-up capital, and started making profit especially those organized in livestock marketing

**Organize training and cross visits for Cooperative board members on cooperative principles, book keeping, business planning, etc.**

Training on cooperative principles, book keeping, business planning, etc. was provided for **285** Cooperative board members. The rate of accomplishment against the planned target was 135.7 %.

**Link LMC to community development fund to get access to initial capital**

The programme planned to deliver an initial capital fund /revolving fund / for the purpose of the selected IGAs. In sum, more than 4.7 million Birr was delivered for the 35 IGA cooperatives as revolving seed money.

**Provide office space, materials and necessary document to Cooperatives**

Office furniture and stationery have been purchased and supplied to the 35 cooperatives. Further, three cooperative offices were constructed by the programme for LMC established in Teltele wereda.

**2.3.3. A SYSTEM THAT ENHANCES INCOME GENERATING CAPACITY OF THE PASTORALIST COMMUNITIES TO COPE UP WITH CLIMATE CHANGE RELATED LIVELIHOOD RISKS ESTABLISHED AND MADE FUNCTIONAL IN SELECTED VILLAGES OF THE TARGETED SIX DISTRICTS.**

The results of this output has supported a variety of income diversification schemes, acquisition of income generation skills and establishment and making functional community development fund in the 6 districts. The key planned interventions and their expected results are described as follows:

**ALTERERNATIVE INCOME GENERATING SCHEMES IDENTIFIED AND/OR DESIGNED (IN THE 1ST YEAR OF THE PROJECT) TO BE IMPLEMENTED BY BOTH MEN AND WOMEN OF THE PASTORALIST COMMUNITY OVER THE PROJECT LIFE AND BEYOND.**

**Conduct participatory assessment on viability of potential income-generating activities**

**Box 2. Activities undertaken to enhance IGAs**

1. Conduct participatory assessment on viability of potential income generating activities
2. Organize TOT for 4 federal, 8 regional and 12 Wereda experts on identified/ designed viable income generating
3. Adapt technical manuals in local languages in the context of pastoral communities on identified schemes
4. Provide training both for women and men pastoralist community members (120) on Business Development skills
5. Translation and production of training materials

The Programme conducted a participatory assessment of viable income-generating activities for pastoral communities in the project areas in two months (June –July/2011) by Programme

Coordination Office (See Box 1). An assessment team consisting of pertinent senior experts from Federal MoA, IP Regions and IP Weredas carried out the whole assessment. The draft report was sent to all concerned stakeholders for comments in August/2011. Then following the feedback, the final report has been sent to all the IP Regions for implementation in accordance with the identified alternative income generating schemes designed as per the specific IP Kebeles.

The study on income generating activities (IGAs) for the JP has differentiated activities suitable for men and women (see Table 3).

*Table 3: Income Generating Activities Identified for Men and Women*

<b>IGAs assessed to be appropriate for Men</b>	<b>IGAs assessed to be appropriate for Women</b>
Small-scale agriculture	Milk processing
Animal fattening	Small-scale businesses (kiosks)
Sand collection	Establishing flour mills
Harvesting of animal feed	Gardening
Harvesting of water	Collecting incense and gum
	Bee-keeping

Table 4: Access to functional water schemes improved

Regions	Preliminary assessment			Design and specification			Training for water Management committees			workshop on Sanitation & hygiene			Strengthen WATSAN cmt			Experience sharing Programme		
	Target	Ach.	%	Target	Ach	%	Target	Ach	%	Target	Ach.	%	Target	Ach	%	Target	Ach	%
Afar	2	2	100.00	1	1	100.00	35	35	100.00	60	95	158.33	6	6	100.00	42	64	152.4
Oromia	1	1	100.00	1	1	100.00	25	25	0.00	92	92	100.00	5	8	160.00	18	18	100.00
Somali	2	2	100.00	2	2	100	20	15	75.00	100	111	111.00	60	60	100.00	30	30	100.00
SNNP	6	6	100.00	4	4	100.00	70	35	50.00	152	206	135.53	17	20	117.65	42	24	100.00
Total	11.0	11.0	100.0	8.0	8.0	100.0	150.0	110.	73.3	404.	504.0	124.8	88.0	94.0	106.8	132.	136.	103.0

Regions	Dam Const			Wells/ponds Const			Cisterns/ baskas Const			wells/ponds Rehab			Reservoir Const		
	Target	Ach.	%	Target	Ach.	%	Target	Ach.	%	Target	Ach.	%	Target	Ach.	%
Afar	0	0	0	8	12	150	2	6	300	0	0	0	0	0	0
Oromia	1	1	100	1	4	400	8	8	100	6	6	100	0	0	0
Somali	4	7	175	12	17	141.7	12	9	75	8	8	100	1	1	100
SNNP	0	0	0	4	3	75	7	0	0	1	1	100	0	0	0
Total	5	8	160	25	36	144	29	23	79.34	15	15	100	1	1	1

Table 5: Systems and technologies that enhance availability of feed resources promoted

Region	Promote area closure			Control & mgmt of bush & invasive plants			Establish nursery			Plant native and improved fodder trees			Control soil erosion			Reseed degraded rangelands			Undertake cross visits			Awareness creation workshop		
	Target	Ach.	%	Target	Ach.	%	Target	Ach.	%	Target	Ach.	%	Target	Ach.	%	Target	Ach.	%	Target	Ach.	%	Target	Ach.	%
Afar	72	117	163	40	100	250	2	2	100	42000	21000	50	5	10	200	10	10	100	30	44	147	500	500	100
Oromia	75	125	167	1700	1165	69	2	1	50	50000	123700	247	26	33	128	50	45	90	19	46	242	109	109	100
Somali	50	65	130	70	50	71	2	2	100	180000	170000	94	10	45	450	30	20	67	20	28	140	480	480	100
SNNP	20	20	100	184	184	100	2	1	50	60000	19000	32	105	105	100	0	0	0	15	26	173	50	62	124
<b>Total</b>	<b>217</b>	<b>327</b>	<b>100</b>	<b>1994</b>	<b>1499</b>	<b>75</b>	<b>8</b>	<b>6</b>	<b>75</b>	<b>332000</b>	<b>333700</b>	<b>101</b>	<b>146</b>	<b>193</b>	<b>133</b>	<b>90</b>	<b>75</b>	<b>83</b>	<b>84</b>	<b>144</b>	<b>171</b>	<b>1139</b>	<b>1151</b>	<b>101</b>

Table 6: Mechanism Promoted to increase livestock productivity and access to better market,

Regions	Establish LMC (No. of LCM )			Training on cooperative principles, book keeping, business planning etc. (No. of participants)			Refresher training to CAHWS (No. of participants)			Refresher training to vet (No. of participants)			Mobilize men community members to get organized in different groups (No. of members)			Training for community leaders on development fund (No. of participants)			Design community development fund management system (No. of Documents)		
	Target	Ach.	%	Target	Ach.	%	Target	Ach.	%	Target	Ach.	%	Target	Ach.	%	Target	Ach.	%	Target	Ach.	%
Afar	7	7	100.00	30	24	80.00	15	15	100.00	25	42	168	434	434	100	119	119	100.00	1	1	100.00
Oromia	6	12	200.00	60	128	142.2	10	10	100.00	20	30	150	412	412	100	52	52	100.00	1	1	100.00
Somali	6	10	166.67	90	90	100.00	120	140	116.7	50	120	240.00	250	138	55.2	104	104	100.00	1	1	100.00
SNNP	3	6	200.00	30	43	143.33	6	25	416.67	0	0	0	6	6	100	45	68	151.11	1	1	100.00
<b>Total</b>	<b>22.0</b>	<b>35</b>	<b>159.09</b>	<b>210.0</b>	<b>285.</b>	<b>135.7</b>	<b>151.0</b>	<b>190.</b>	<b>125.8</b>	<b>95.0</b>	<b>192</b>	<b>202.1</b>	<b>1102</b>	<b>990</b>	<b>89.8</b>	<b>320.</b>	<b>343.</b>	<b>107.2</b>	<b>4.0</b>	<b>4.0</b>	<b>100.0</b>

## **2.4. CONTRIBUTION OF THE PROGRAMME TO PARIS DECLARATION PRINCIPLES AND DELIVERING AS ONE**

The joint programme was designed to contribute to the attainment of the MDG 7 - ensuring environmental sustainability; and was also expected to contribute to MDG 1 - poverty eradication; MDG 2 - education; MDG 3 - gender equality; and MDG 4 - health. The programme is also aligned to and contributed to the Government of Ethiopia's: (i) Growth and Transformation Plan (2010/11-2014/15) (GTP) (GoE, 2010c); (ii) Ethiopia's Agricultural Sector Policy and Investment Framework 2010 – 2020 (GoE, 2010b); (iii) Programme of Adaptation to Climate Change (EPACC) (GoE, 2010d); (iv) Vision for a Climate Resilient Green Economy (CRGE) (GoE, 2011); and (v) Nationally Appropriate Mitigation Actions (NAMA) (GoE, 2010a). These have been substantiated by:

- The inter-sectoral design of the JP is addressing more effectively the challenges of rangeland management, now exacerbated by climate change, than previous interventions.
- The inter-sectoral design of the JP, with the three components addressing (1) policy; (2) awareness raising /capacity building / training; and (3) on-the ground activities was been highly commended as meeting the great need to link actions.
- Overall, there has been strong national ownership of the JP, which has contributed to its success in implementing most of the planned activities.
- There has also been strong ownership at region / wereda and beneficiary levels
- The development of clean potable water points (wells, birkas, cisterns) in dry land areas brings immediate benefits for communities
- The JP managed to involve women in awareness raising / capacity building / training and will clearly be beneficiaries of the permanent water points

Further, the JP continued to contribute to the current UNDAF (2012-2015) (UNDP, 2011), which specifically includes a focus on pastoralists and environmental issues in pastoral areas. The programme has significantly strengthened capacities of the Government, communities, and other relevant stake holders to respond to situations that threaten the lives and well-being of a significant proportion of a population, which require rapid and appropriate action to ensure their survival, care, protection and recovery while enhancing their resilience to shocks and leading to food security and sustainable livelihoods.



In addition, the JP conforms to a number of key indicators of progress in alignment, harmonization and managing for results in the Paris Declaration, notably:

### Alignment

- Strengthen national capacity by co-ordinated support
- Use of country public finance management systems

### Harmonization

- Use of common arrangements or procedures
- Encourage shared analysis

### Managing for results

- Results-oriented frameworks.

Over the programme period, the JP has resolved issues such as joint monitoring, harmonization of procedures, coordination of joint implementation modalities, that arise working inter-sectorally and under the “One UN” approach, thus is now a fairly good example of the “Delivering as One” approach promoted by the MDG-F initiative.

## 2.5. PROGRAMME MANAGEMENT

### NSC REVIEW MEETINGS

The National Steering Committee (NSC) has provided oversight and strategic guidance to the joint programmes. It provided a platform for aligning and harmonizing leadership and approved joint programme documents before submission to the Fund Steering Committee. On April 28, 2011 the High Level Steering Committee (HLSC), which oversees the UN reform agenda in Ethiopia and implementation of the UN Development Assistance Framework (UNDAF), made the decision to merge the NSC with the HLSC. Like the NSC the HLSC met twice a year and was co-chaired by the State Minister of MoFED and the UN Resident Coordinator (RC).

There were a couple of review meetings at a national level for NSC. The first meeting was held at Adama/Nazareth in July 2010 aimed at three purposes. First, to take stock of the implementation status of the five JPs. Second, to reinforce monitoring and evaluation capacities. Third, to increase synergies and linkages among the programmes and strengthen their contribution to the aid efficiency agenda. Accordingly, four review meetings were conducted

with focus on 4 points such as: The MDG-F in Ethiopia, Joint Implementation, Advocacy and Partnership, and Monitoring and Evaluation.

Generally, the two-day MDG-F National Review Workshop was used as a platform for the workshop participants to better understand the global MDG-F objectives and the relevance of the Fund for Ethiopia. The participants acquired valuable information about the objectives and the intended results from the different JPs. The workshop was also provided a floor for experience sharing among the programmes.

Another important high-level meeting was held in February 2012. The agenda items of

the meeting was the UNDAF Action Plan presentation by RCO, UN Delivering as One – Presentation by MoFED, MDG-F Joint Programmes and Joint Resource mobilization. The main results of the decision of the HLSC for the Environment JP are related to the recommendations regarding the request of a no cost extension and the review of the JP as per the

findings of the MTE. The key actions and recommendations are indicated in Box 3.

**Box 3. Key Actions and Recommendations of the High-level Meeting**

- 1. UN to follow up on response from its HQ regarding bi-annual fund release.**
- 2. UN to develop a joint resource mobilization strategy.**
- 3. MoFED to coordinate the annual work planning process.**
- 4. Strengthening HACT and following up on micro assessment.**
- 5. Working together to mobilize funds for the existing resource gap.**
- 6. UN and MoFED to work together on putting proper tools in place to ensure value for money in implementing the UNDAF Action Plan.**

### **JOINT FIELD MONITORING MISSIONS**

The joint programme team mounted two extensive joint monitoring missions to the four JP regions in July / August 2012 – reports of which are comprehensive and demonstrate clearly the impact which the re-programme had on progress. During the field mission, the joint monitoring

teams had explored and examined the overall working environment in terms of the initiatives of the different line bureaus and offices to take up the executions as per the AWP. To this underlying point of view, observation was made on the project alignment of the programme with the regional development policy and its contributions to the improvement of the livelihood of the pastoral communities and by the line offices and the respective offices.

Comprehensive sets of data (in soft and hard copy) were compiled showing accomplishments for each region and for EPA from start-up (July 2010) to December 2012. The Programme Coordinator has then compiled these into programme level accomplishments. These data have been relied upon in this analysis of the FPE.

### **PMC REVIEW MEETINGS**

The Programme Management Committee (PMC) provided operational coordination to the JP. The PMC consisted of representatives of the Resident Coordinator's Office (RCU), the participating UN organizations of the JP (UNDP, UNEP, FAO) and the relevant implementing government counterparts (MoA, EPA). An important role of the PMC was to ensure the synergy of the different JP components, together with the participating organizations. The primary function of the PMC team was to monitor the progress of the JP's implementation (e.g. joint monitoring visits). A professional Programme Coordinator (PC) and the Programme Coordination Office (PCO), which was hosted by the MoA, supported the PMC team.

So far, the PMC has conducted twelve review meetings. In the meetings, issues had been discussed and agreed on how to speed up implementation of JP activities in the accomplishment period.

### **MDG-F SECRETARIAT VISITS**

The joint programme hosted MDG-F Secretariat Team at the end of April, 2012. Accordingly, series of evaluative meetings have been conducted with different JP implementing partners at Federal level. Two consecutive meetings were conducted with the JP PMC on how to run implementation the JP activities in the remaining implementation period. This has contributed to the JP implementation capacity as to how to accelerate in the remaining period.

### FINAL PROGRAMME EVALUATION (FPE) REVIEW

The terms of reference (ToR) for the final programme evaluation (FPE) was drafted by evaluation reference group (ERG); and discussed by the programme management committee (PMC) that reviewed the ToR and approved the recruitment of independent international consultant.

The overall goals of the Joint Programme (JP) Final Evaluation (FE) were:

- a) To measure to what extent the environment joint programme has fully implemented its activities, delivered outputs and attained outcomes, specifically measuring development results.
- b) To generate substantive evidence-based knowledge, by identifying best practices and lessons learned that could be useful to other development interventions at national (scale up) and international level (replicability).

In undertaking the final evaluation, the information required was collected by:

- a) analysis of all JP documents, including minutes of meetings, work plans, financial records, quarterly reports, workshop reports, the Midterm Evaluation Report, 2012 field monitoring mission reports and JP publications (see full listing in Annex );
- b) reviews of country documents, including relevant policy documents and information on other related projects /programmes;
- c) discussions with the national Joint Programme Coordinator, JP Focal Pints (at regional level) JP Officers (at Wereda level), members of the Joint Programme Management Committee, National Steering Committee, and regional implementation teams (see Annex 3 for details of all those met);
- d) discussions with other relevant staff in UNDP, UNEP and FAO;
- e) discussions with Ministry of Agriculture (MoA) and Environment Protection Authority (EPA) staff;
- f) meetings with staff of other development partner organisations also working on climate change / with pastoralists in Ethiopia (*inter alia* ICRAF, FAO, Oxfam);
- g) discussions with Spanish Cooperation and MDG Secretariat staff;
- h) communications with the State Minister for Agriculture and MoFED by email

## **Environment Joint Programme in Ethiopia**

In addition, structured community group discussions with programme beneficiaries (men and women) and field visits for on-site observation of impacts on the ground were conducted during the in-country field mission that included visits to all four JP regions, four Wereda and ten Kebele /PAs.

In order to remain independent, after initial introductions of the international consultant, all meetings with regional and Wereda implementation teams and with beneficiaries were as far as possible conducted without the presence of the executing and implementing authorities (UNDP, FAO, UNEP, MoA and EPA).

The use of multiple sources of information enabled the results to be triangulated from different sources, to help to verify the accuracy and reliability of the information upon which the findings are built, drawing unbiased conclusions, making recommendations and drawing lessons from the JP.

The final programme evaluation has ascertained that following the MTE recommendation the efficiency of the PCO has been reviewed and improved with regard to its mandatory power and the decision-making authority for the joint programme. Nevertheless, the coordination of programme management was in many respects constrained as the JP agencies (UN and Government agencies) have their own functional autonomies and are ultimately accountable to their respective supervising units, which are beyond the programme's managerial authority.

Presumably, the evaluation was necessarily particularly attentive to the significant socio-economic, economic and environmental contexts and recent changes that have occurred in the JP regions and more widely in Ethiopia since the programme was designed. See annex 6 for the summary of the final programme evaluation conclusions and recommendations.

III. GOOD PRACTICES AND LESSONS LEARNED

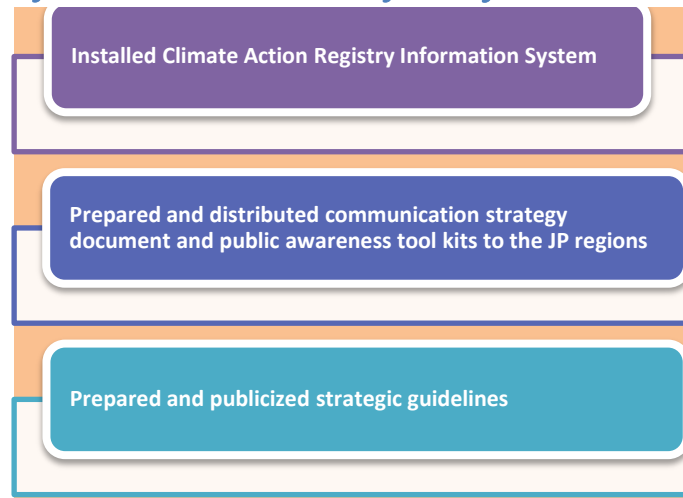
Activities in the JP have added significantly to concretizing the objectives of environmental policy of Ethiopia by providing a unique opportunity to pilot three-pronged policy/capacity and alternative livelihood innovative approach that can be replicated among various pastoral communities.

**3.1. Policy Framework**

In order for the Government practitioners to mainstream pastoral oriented climate-change adaptation and mitigation options in policy and development framework, the JP implemented the planned interventions as indicated in Fig. 16.

These are believed to have mainstreamed CC adaptation & mitigation options and validation of adaptation technologies.

**Fig 16. lessons of CC Mainstreaming in Policy Framework**



**3.2. Capacity Building**

Capacity building activities have been a success across all Federal, Regional and Wereda levels. They have mostly consisted of efforts such as:

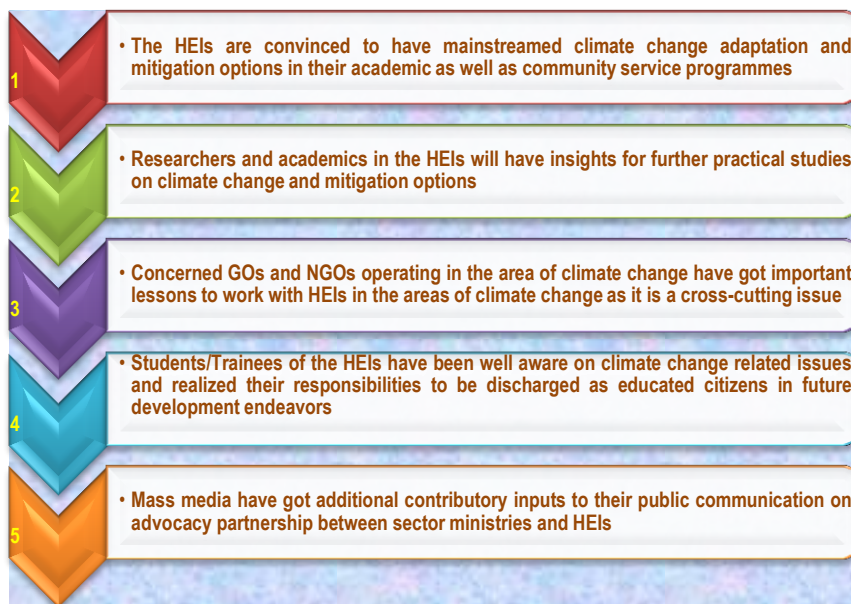
- (i) promoting programme decentralization and constituting regional and lower level management synergies,;
- (ii) enabling improved programme coverage and quality through reorientation of programme objectives, outcome, output and activities,;
- (iii) making guidelines and protocols for programmes available in the field,;
- (iv) implementing additional advocacy and communication activities and improving on-going advocacy through media and materials (in local languages),;
- (v) support to for training and re-training of critical programme functionaries, community and household stakeholders,; and
- (vi) Strengthening supply in some cases (provision of office equipment, veterinary drug, seed money, Office space, etc.).

Knowledge management was also enabled through targeted training offered to national and local government institutions and community based organizations and through mass media strategies to mainstream climate change adaptation information and initiate sustained dissemination.

By building capacity in selected areas in the target regions and promoting the integration of climate change adaptation into policy and plans, the JP provided key lessons and instruments for ensuring sustainability of the initiatives aimed at reducing community vulnerability to climate variability and change in the six districts in Afar, SNNPR, Somali and Oromia regional states. In view of limited funds, the aim was to achieve tangible and sustainable impact on the community by concentrating on a few areas in the four regions, characterized by a large pastoral community dependent on livestock under fragile ecological conditions, highly vulnerable to climate change.

In its communication and advocacy programme, the MDG-F Environment Joint Programme

**Fig 17. JP Communication & Advocacy work with HEIs**



Coordination Office was able to reach four targeted Higher Education Institutions (HEIs) in the MDG-F Joint Programme implementation regions. As it has been discussed so far, the main rationale behind this advocacy partnership was to create awareness on climate-change adaptation and mitigation options among communities of

HEIs. These institutions are known to produce educated work force for all occupations in the socio-economic endeavors. The graduates of these institutions, in one way or another are believed to take the lead responsibilities of running programmes or projects related to climate change in Ethiopia. To this end, it is clear that this communication and advocacy activity conducted in the HEIs has lessons as exhibited in Fig. 17.

In sum, such climate-change advocacy partnership with HEIs should be replicated in other HEIs. Besides, similar secondary and primary schools should also be involved in advocacy partnership as citizen engagement since today's school children will be tomorrow's climate-change consequence recipients.

### 3.3. Livelihood enhancement

In Ethiopia, the pastoralists live and work in strong traditional communities, and most activities are managed along gender lines. While women do household activities, such as the collection of water and fuel-wood, the men take care of hunting and livestock, as well as making decisions about access to and management of natural resources with little consultation with women.

**Fig 18. Sheep Ready for Market by Women Cooperatives in Afar**



about access to and management of natural resources with little consultation with women. Indeed, a culture restricts women from meeting with men to discuss resource management or any other common issues affecting their lives. At the same time, as the impacts of climate change are bringing increased vulnerability to the pastoral system, in some cases women are taking up the traditional role of men, who leave the villages to seek better food sources for the animals or work outside the community.

The UN-Government joint programme of the MDG-F targeted 17 pastoral villages in some of the most vulnerable parts of Ethiopia and sought to mainstream gender in all the activities. To do

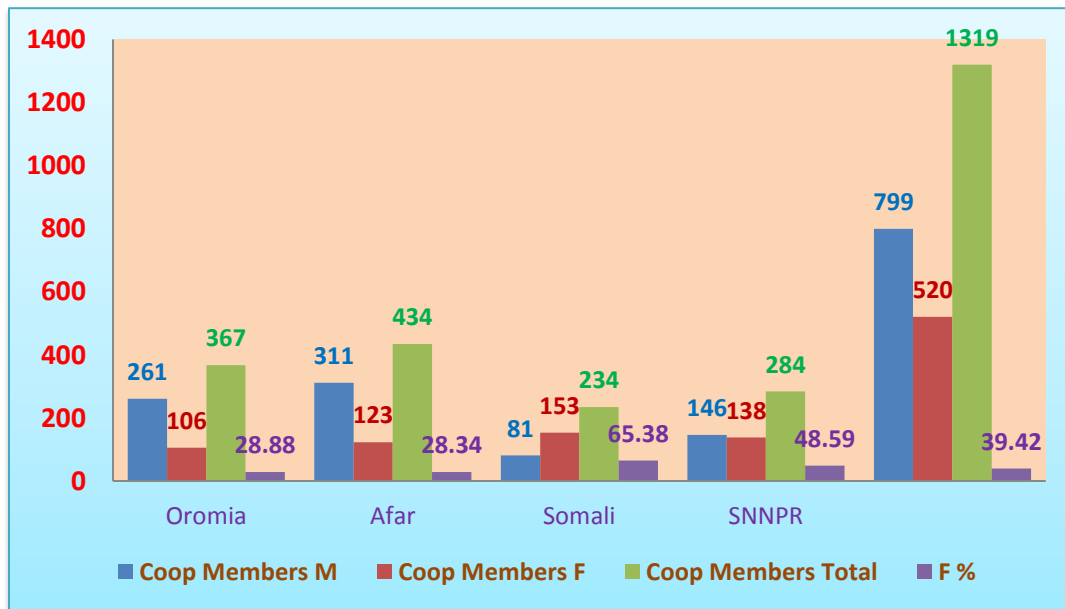


this, the Programme designed a special project for women empowerment by creating additional sources of income (Fig. 18). Women already organized into groups were given the support of seed money and given training to start their own businesses, which included livestock marketing, bee keeping, small irrigation for garden farming and petty trades.

The JP also introduced mechanisms for women that would assist in increasing livestock productivity and improved access to markets. In addition, access to functional water was facilitated in the selected pastoral villages so that women no longer have to travel long distances to fetch water. Female beneficiaries have now formed 31 cooperatives being mixed with their counter parts and four cooperatives females only in the selected villages of which four are female-headed pastoralist households (Fig. 19).

Given the historical marginalization of pastoralists, who have little access to education, clean water and health services, the JP also engaged the Government to reduce the gaps in social services through its development programmes and the achievement of the Millennium Development Goals, with a special emphasis on women empowerment.

Fig 19. Cooperatives Members by Region, Sex and Female Percentage



The income-generating activities demonstrated through livestock marketing cooperatives can be the best practice for changing the lives of pastoral communities, especially women who are more

vulnerable to climate-change impacts. Presumably, IGAs piloted by the JP appear replicable by pastoral communities who are similarly vulnerable to climate change.

**3.4. Experience sharing visit on re-orienting cooperatives and pertinent experts**

The trust of the experience sharing visit was to re-orient cooperatives' members and pertinent experts. To this end, an Experience Sharing Visit has been organized for 73 participants selected from the 35 cooperatives, and pertinent experts from respective Wereda, regions as well as Federal Cooperatives Agency and MoA. The Experience Sharing Visit was conducted from February 19-28, 2013 in selected Weredas of Amhara and Tigray Regions. The main purpose of the Experience Sharing Visit was to re-orient and share best practices of cooperative activities as income-generating activities so that the newly established pastoral cooperatives can get lessons for sustainable livelihood enhancement.

The visiting members were initially oriented on the purpose of the experience-sharing visit by H.E. Ato Sileshi Getahun, State Minister, MoA (Fig. 20).

**Fig.20. Orientation on the Purpose of the Experience sharing Visit**



The best practices of four cooperatives and two integrated watershed management activities were visited in Amhara and Tigray Regions. Accordingly, activities of Merewa Multipurpose Cooperative, Kedida Union (Fig. 21), Ashenge Multipurpose Cooperative, and Bokra Union, have been visited following a warm welcoming by senior officials of respective Weredas.

**Fig 21. Sharing the Experience of Kedida Union, Kalu Wereda, Amhara Region**



The visited activities include administration and financial management documentation, shopping Centre, store management, flour mill, animal feed processing, milk production unit, tractor and many others.

On the other hand, Harbu and Endemohni integrated Watershed Management activities (Fig. 22) were visited for their best practice rendering a larger farming community in the areas. Apart from environmental protection effects, the watershed

**Fig 22. Bee Keeping Cooperative under Harbu Watershed Mgmt, Kalu Wereda. Amhara**



management was observed for its cumulative effect in establishing cooperatives for women and jobless youth. Accordingly, women were engaged in animal fattening and youth in bee keeping. Unlike the previous cases, these women and youth have been running their livelihood activities using water sources being generated from the rehabilitated hills around.

### **3.5. Gender mainstreaming**

A major challenge faced in implementation was due to the traditional submissiveness of women to men, which has restricted some women from engaging with the UN-Government JP. For example, during the Programme's baseline survey and the assessment for income generation, women were not willing to take part in the discussions that involved men (Fig. 23).

This challenge was addressed, and the situation improved. Following training with community leaders on the benefits of involving women in all socio-economic endeavors as well as the role of women in climate change adaptation and mitigation activities. This has resulted in overall attitudinal changes that have allowed for a greater participation of women in decision making in the community.

**Fig 23. Somali Woman Household Head During IGA Study**



Other community pilots implemented to improve women participation were: (i) promotion of rangelands rehabilitations; (ii) training of women groups in sanitation and hygiene; (iii) improving accesses to water and sanitation facilities; and (iv) other income-generating activities (IGAs), especially for women's groups.

By focusing on empowering women in the whole decision making process of the community, it can be seen that the lives of pastoral women in JP areas are changing dramatically. Women have formed their own cooperatives, and have engaged in a range of income-generating activities, which have helped to reduce inequality and increase their own independence.

Community level IGAs packages to address alternative income sources for the pastoralists, specifically for women, were implemented across almost all Regional IPs. This consisted mainly of developing livestock marketing cooperatives and petty-trade interventions for generating additional cash income, besides livestock production.

The JP IGAs packages gave equal emphasis to seed money (initial working capital), and targeted business development skill and vocational training. Apparently, the income-generating activities demonstrated through livestock marketing cooperatives can be the best practice for changing the lives of pastoral communities, especially women who are more vulnerable to climate change impacts.

It is also acknowledged that awareness raising on the enhanced role of women needs to start on a practical level in communities where there is inequitable access for women to opportunities and

resources. For this purpose, community trainings and regular re-orientation should be provided on a regular basis.

### **3.6. Dissemination of best practices**

The MoA has planned to incorporate the best practices of this pilot program in the Climate Resilient Green Economy (CRGE). The program has documented its best practices for its scaling-up under the CRGE component. Beside this, the program has already been mainstreamed into national, regional and Wereda development plan and all best practices identified shall be scaled-up by the respective national and local institutions. In this regard, the government is committed to take the leadership in ensuring its scaling-up.

Cognizant of this and the final programme evaluation recommendation, the programme is undertaking dissemination workshops at federal and four regional levels in April 2013. At federal level, JP implementing partner UN agencies, UN RCO, federal ministries, Spanish development cooperation, embassy of Spain, other international development partners and stakeholders will invited to the dissemination workshop; while the regional level workshop is targeting participants from JP implementing regions bureau and wereda offices, development partners operating in the regions and other stakeholders. In aggregate, more than three hundred participants will attend the dissemination workshops. This will create a solid ground for scaling-up and sustainability of the best practices.

The re-programming exercise undertaken based on MTE recommendation seemed to have catalyzed a much greater sense of leadership and ownership at the federal and regional levels, with for example greater participant in monitoring by the UN agencies (notably the two monitoring missions mounted by all partners in July 2012).

Targeted populations and pilot Wereda authorities have taken a very active role in the programme, with officials at the decentralized Wereda level feeling that the new inter-sectoral approach was exactly what they needed and expressing the intention to continue and extend such co-ordination beyond the lifetime of the programme. Many beneficiaries themselves appear to be taking an active role, encouraged by participation in the various awareness raising / training courses in Outcome 2 – also in relation to co-operative (Outcome 3), re-vitalizing existing or forming many new management committees (for rangeland, improved water sources, livestock crushes etc.).

MoA acknowledges that the program has been able to mobilize and use a very large number of professionals working at various levels of government governance structure and has created sense of ownership at various levels of governance structure and pastoral community, which has ensured the sustainability of Outcome 3. Further, the community mobilization and continues community consultation and reorientation about the program objectives, expected outcomes, outputs and activities are the corner stones, which can significantly contribute to the scaling-up of the program accomplishment under outcome three and can be scaled-up in similar pastoral context.

This good level of federal / regional ownership and high level of local ownership undoubtedly has contributed to the efficiency and effectiveness of the JP implementation. Notably, the MTE found a serious lack of progress, particularly Outcomes 2 and 3 – but following the re-programming and increased ownership, there has been an amazing turn-around in progress.

The JP has contributed to the attainment of the majority of the development Outputs and are evaluated as highly likely to attain the Outcomes expected in the programme document in the pilot kebele / PAs) and contribute to the MDGs, the JP goals, the UNDAF, indicators of the Paris Declaration and national priorities.

There were also clear synergies within the programme design, which mean that there have been synergies in the results, for example key community members in areas which now benefit from the on-the-ground activities (under Outcome 3) also attended awareness raising / capacity building / training (under Outcome 2). Thus, have a much better understanding of, for example, how to manage the permanent water source, or the improved rangelands.

Besides that, the mainstreamed governance structure of the programme into the existing government system and the implemented exit strategy have assured the sustainability of the development interventions piloted by the JP after it is operationally closed. All fixed assets procured by the programme fund were transferred to the federal, regional and wereda government-implementing partners to ascertain ownership and sustainability. Thus, the JP was operationally closed as of March 31, 2013.

**IV. FINANCIAL STATUS OF THE JOINT PROGRAMME**

Table 6 shows the JP’s final financial status as of March 31, 2013. As clearly portrayed in the table, the delivery rate of the financial activities seems to be of different level for UN agencies. Similarly, fund utilization status was varied among government implementing partners (see Table 7).

*Table 6: Joint program final financial status (in USD)*

<b>Budget Source</b>	<b>Total Approved Budget</b>	<b>Total Budget Transferred</b>	<b>Total Budget Committed</b>	<b>Total Budget Disbursed</b>	<b>Delivery Rate</b>
<b>UNDP</b>	1,548,290.00	1,548,290.00	1,548,290.00	1,432,337.85	92.51
<b>FAO</b>	2,029,060.00	2,029,060.00	2,029,060.00	2,029,060.00	100.00
<b>UNEP</b>	422,650.00	422,650.00	422,650.00	327,650.97	77.52
<b>Total</b>	4,000,000.00	4,000,000.00	4,000,000.00	3,837,364.00	95.93

Note: UNDP data contained in all tables is an extract of UNDP financial records. All financial data provided is provisional.

The aggregated delivery rate for all fund sources as of March 31, 2013 was 95.93%, which was USD 3,837,364.00 of the total committed USD 4 million has been utilized by all implementing partners. Accordingly, the delivery rate of the fund disbursed by FAO was very high (i.e. 100%) as compared to other UN agencies. In comparison, the difference between the committed and disbursed budget for UNEP (USD 95, 000) was the highest as compared to other partner UN organizations. This was accounted to UNEP’s reluctance to disburse the fund until the end of the programme, which compromised the implementation of planed activities under outcome 1.

Likewise, the delivery rate for UNDP (i.e., 95.63%) was observed to be quite satisfactory. The reason for the difference between committed and disbursed was the result of budget left over due to exchange rate variation and the joint field monitoring missions that has not been implemented as planned. However, the indicted difference is the remaining balance from the total transferred fund and portion of which shall be used for outstanding payment for federal dissemination workshop. The detailed budget disbursement and utilization status of all federal and regional IPs

## **Environment Joint Programme in Ethiopia**

is presented in Table 7. This indicates that both IPs have utilized the entire disbursed budget up to the end of March 31<sup>st</sup>, 2013.



**Table 7: Summary Financial Status by IPs and UN Agencies (Birr).**

		MoA	EPA	Afar	SNNP	Oromia	Somali	Total
UNDP	Disbursed	6,489,740.11	188,740.00	4,563,391.69	1,934,634.51	4,365,231.79	8,538,668.48	26,080,406.58
	Utilized	6,489,740.11	188,740.00	4,563,391.69	1,934,634.51	4,365,231.79	8,538,668.48	26,080,406.58
	Remaining Balance	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Delivery Rate %	100	100	100	100	100	100	100
FAO	Disbursed	246,300.00	0	7,909,363.83	2,875,137.68	7,152,958.65	12,134,623.42	30,318,383.58
	Utilized	246,300.00	0	7,909,363.83	2,875,137.68	7,152,958.65	12,134,623.42	30,318,383.58
	Remaining Balance	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Delivery Rate -%	100	0	100	100	100	100	100
UNEP	Disbursed	0	4,643,059.92	0	0	0	0	4,643,059.92
	Utilized	0	4,643,059.92	0	0	0	0	4,643,059.92
	Remaining Balance	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Delivery Rate- %	0	100	0	0	0	0	100
Total	Disbursed	6,736,040.11	4,831,799.92	12,472,755.52	4,809,772.19	11,518,190.44	20,673,291.90	61,041,850.08
	Utilized	6,736,040.11	4,831,799.92	12,472,755.52	4,809,772.19	11,518,190.44	20,673,291.90	61,041,850.08
	Remaining Balance	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Delivery Rate- %	100	100	100	100	100	100	100
<b>NB.</b>								
7% indirect support cost for UNDP, FAO & UNEP not added								

## V. ANNEXES

### Annex 1: Environment joint programme Government and UN agencies staff input

Name	Role	Period	Agency	Region	Wereda	Remark
Mr. Mesfin Brehanu	Programme Coordinator	July 2010 – pres.	PCO			JP Employee
Mr. Tsegaye W/Giorgis	Training Officer	Dec. 2011 – Pres.	PCO			JP Employee
Mr. Habtu Bezabih	Director	July 2010 – Present	MoA			
Mr. Mehammed Ali	Focal Person	Sept. 2010 – Dec. 2010	EPA			
Mr. Berhanu Solomon	Focal Person	Jan. 2011 – Pres.	EPA			
Mr. Demeke Feyera	Assistant Focal Person	August 2011 – Pres.	EPA			
Ms. Ines Mazarrasa	Coordination Specialist	Nov2009 – Present	UN Resident Coordinator Office			
Ms. Claire Balbo	Programme Officer	March 2012 – present	UNDP			
Mr. Dereje Dejene	Team Leader	Oct. 2009 – Aug. 2010	UNDP			
Mr. Shimelis Fekadu	Team Leader	August 2010 - June 2012	UNDP			
Mrs. Sinkinesh Beyene	Team Leader	Ju8ly 2012– Pres.	UNDP			
Mr. Takele Teshome	Programme Officer	August 2010 - March 2012	UNDP			
Mr. Getachew Felleke	Focal Person	July 2010 – Dec. 2011	FAO			
Mr. Hassan Ali	Assistant FAO Repetitive	July 2010 – Present	FAO			
Mr. Gijs Van't Klooster	Focal Person	Dec. 2012– Present	FAO			
Mr. Workicho Jateno	Programme Officer	July 2010 – Present	FAO			
Mr. Netsanet Deneke	Programme Officer	? 2010 – Present	UNEP			
Mr. Abdi Beshir Ahemed	Region Focal Person	May 2010 – Oct. 2010	LCRBD	Somali		
Mr. Ahemmed Seid	Region Focal Person	Nov. 2010 – Nov. 2012	LCRBD	Somali		
Mr. Muktar Abdi Ali	Region Focal Person	Dec. 2012 - present	LCRBD	Somali		
Mr. Abdurahman Ahmed	Programme M & E Officer	Dec. 2012 – present	LCRDB	Somali		
Mr. Mohammed Jama	Programme Officer	Nov. 2010 - present	MDG-F	Somali	Harshin	JP Employee
Mr. Abduroheman Redewan	Programme Officer	Nov. 2010 - present	MDG-F	Somali	Ayisha	JP Employee
Mr. Getachew Abebe	Region Focal Person	June 2010 – August 2010	BPA	SNNP		
Mrs. Alemenesh Lema	Region Focal Person	Sept. 2010 - present	BPA	SNNP		
Mr Addisu Kumtu	Programme Officer	Dec. 2010 – April 2011	MDG-F	SNNP	Solamago	JP Employee
Mr Gselassie Desta	Programme Officer	June 2011 – present	MDG-F	SNNP	Solamago	JP Employee
Mr Humenessa G/Silassie	Region Focal Person	May 2010 – Pres.	PAC	Oromia		
Mr Mohammed Shako	Programme Officer	Dec. 2010 - present	MDG-F	Oromia	Teltele	JP Employee
Mr Mehammed A/Kadir	Region Focal Person	May 2010 – Aug. 2011	PARDB	Afar		
Mr Teshome Kebede	Region Focal Person	Sept. 2011 – July 2012	PARDB	Afar		
Mr Mohammed Seid	Region Focal Person	August 2012 - present	PARDB	Afar		
Ms. Rukia Yusuf	Programme Officer	Dec. 2010 - present	MDG-F	Afar	Telalak	JP Employee
Mr. Tewodros Sibihat	Programme Officer	Dec. 2010 - present	MDG-F	Afar	Adaa'r	JP Employee

## Annex 2: Attendance of Capacity building through training, workshop and consultation

No.	Seminar/Workshop/Training/Study Tour/Field Visit Title	Duration (Days)	Participants		
			Female	Male	Total
1	Community training on climate change adaptation, planning and conflict management.	5	50	194	244
2	Awareness creation workshop on better utilization of rangeland resource for community members.	5	83	241	324
3	Training for community leaders on management of community development fund	6	117	106	223
4	Training both for women and men pastoral community members on business development skill	5	59	196	255
5	Training on water harvesting facility construction, maintenance and management for water committee (for water committees )	4	11	32	43
6	Training for school teachers on climate change adaptation planning ,implementation ,monitoring & evaluation , Community based Early warning system , natural resource based conflict based resolution & Gender & HIV mainstreaming	5	21	77	98
7	Training on environment protection and water scheme management	4	21	52	103
8	Training for hygiene committees in the target Wereda( for committee members	4	45	116	161
9	Training on seedling plantation technique and management for model pastoralists	2	20	119	139
10	Training for Cooperative board members on cooperative principles, book keeping, business planning etc.)	4	66	231	297
11	Refresher training to vet staff ( Wereda staff and 5 regional staff) in collaboration with 12FAO, MoA and PCO	5	12	53	102
12	Training for Wereda experts ( expert per Wereda) by trained regional experts ( for weeks	14	20	137	157
13	Training for Wereda experts and extension agents	10	43	173	216
14	Study tour to Strengthen local CC pastoral coordination mechanisms	8	2	29	31
15	Experience sharing for pastoralists and experts within the region ( region, community representative & Wereda experts)	5	104	440	500
16	Cross visits for community members and regional and Wereda experts in consultation with FAO, MOA and PCO	7	17	53	70
17	Train staff on GIS application for CC and adaptation	10	20	20	40
18	Vocational skill training both for women and men members of the community on identified viable schemes.	12	10	65	75

## **Annex 3: Environment joint programme publications and reports**

### **1. Programme Documents**

MDG-F Final Programme Document [23/12/11]

Programme Final M&E Framework

### **2. Baseline Documents**

Baseline Study in programme Weredas of Afar, Somali, Oromia and SNNP Regions of Ethiopia [Dec 2011]

Training Workshop for Expertise on Baseline Survey/Study (Basic issues, data collection Tools and Work plan) [August 2011]

### **3. Annual Work plans**

[July 2009-10 Annual Work plan in Programme doc]

Annual Work Plan Period: 2004 Eth Fiscal Year (July 2011 - June 2012)

### **4. PMC Meeting Minutes**

Minutes of MDG – F Program Management Committee (PMC) 1st Meeting – 02/2010 [2010]

Minutes of MDG – F Program Management Committee (PMC) 2nd Meeting – 02/2010 [24 May 2010]

Minutes of MDG – F 3rd Program Management Committee (PMC) Meeting – 03/2010 [July 26 2010]

Minutes of MDG – F Program Management Committee (PMC) 4th Meeting – 04/2010 [2 December 2010]

Minutes of MDG – F Program Management Committee (PMC) 5<sup>th</sup> Meeting – 05/2011 [2011]

Minutes of MDG-F Environment Joint Program PMC 6th Meeting 06/2011 [July 14 2011]

Minutes of MDG – F Environment Joint Program 7th PMC Meeting – 07/2011 [22 Dec 2011]

Minutes of MDG – F Joint Program 8th PMC & ERG Joint Meeting – 08/2012 [3 March 2012]

Minutes of MDG – F Joint Program 9th PMC Meeting – 09/2012 [3 April 2012]

Minutes of MDG – F Joint Program 10th PMC Meeting – 10/2012 [11 April 2012]

Minutes of MDG – F Joint Program 11th PMC Meeting – 11/2012 [16 August 2012]

### **5. Progress Reports**

Progress Report for the 1st Quarter of 2004 EFY (Jul -Sept 2011) [27 October 2011]

Progress Report for the 2nd Quarter (Oct, 2011-Dec, 2011) of 2004 EC [Dec 2011]

Semi Annual Program Narrative Progress Report (July-December 2010) [Jan 2011]

Quarter 3 Program Narrative Progress Report (January- March 2011) [April 2011]

4th Quarter Program Narrative Progress Report (April-June 2003EFY) [July 2011]

Progress Report for the 3rd Quarter (Jan -March, 2012) of 2004 Eth. C [1 April 2012]

Fourth Quarter Progress Report, 2004EFY (April -- June 2012) [July 2012]

Narrative Report of 1st Quarter 2005 E.C. [July - Sept 2012]

Narrative Report for Quarter 2 (2005 EFY) [January 2013]

Ethiopia: Environment joint programme Final narrative report (October 31, 2009 – March 31, 2013), [April, 2013]

### **6. Semester Reports**

Environment Joint Programme Semester 2 (2009) Report

Environment Joint Programme Semester 2 (2010) Report

Environment Joint Programme Semester 1 (2010) Report

Environment Joint Programme Semester 1 (2011) Report

Environment Joint Programme Semester 2 (2011) Monitoring Report

Environment Joint Programme Semester 1 (2012) Report

### **7. Field Mission Reports**

Report on Joint Monitoring Mission to Somali Region on MDG –F Environment Joint Program, March 21- 29/11 [31 March 2011]

MDG-F Ethiopia Mission Report April 30-May 5, 2012 (Final Draft and Final Draft 2)

Report on Joint Field Monitoring Mission to Afar and SNNP Regions on MDG-F Environment Joint Programme (July 16-30) – final version [August 2012]

Back to Office Report on Joint UN Agencies and Federal Implementing Partners Field Monitoring and Technical Backstopping Mission to Somali and Oromia Regions on MDG–F Environment Joint Program – final version [August 2012]

### **8. Mid-Term Evaluation**

Mid Term Evaluation – ToRs

Mid-Term Evaluation [12 March 2012]

Mid-Term Evaluation – Annexes [12 March 2012]

Mid Term Evaluation - Inception Report [12 Jan 2012]

Position and response of GOE to the MTE recommendations and direction to implement the programme [undated]

#### **9. Programme Improvement / Reprogramming**

Final Programme Improvement Plan [6 April 2012]

Reprogrammed Work Plan (April, 2012 – March, 2013) [?]

Reprogrammed Budget Summary [?]

Environment Joint Programme Review Workshop 20-22 [April 2012]

Final Updated Exit Strategy [6 April 2012]

#### **10. Programme Results Framework with Financial Information**

Final Joint Programme Results Framework with financial information [20 June 2012]

#### **11. Workshop Reports**

Minute of the workshop (July 1 -2 2010): Joint environment Programme

Mesfin Presentation for Review Workshop [31/12/2012]

Report on MDG Environment Joint Programme Training of Trainers (TOT) Workshop [Jan 2012]

#### **12. IGAs Study Report**

A Participatory Assessment of Viable Potential Income Generating Activities in Six Pastoral [2011]

A Proposal on Participatory Assessment of Viable Potential Income Generating Activities in Six Pastoral Weredas [14 Feb 2011]

#### **13. Communication and Advocacy**

Report on MDG-F Environment Joint Programme Communication and Advocacy Activities in Partnership with Higher Education Institutions [Dec 2012]

An Integrated Communication and Advocacy Strategy for Enabling Pastoral Communities to Adapt to Climate Change and Restoring Rangeland Environments Programme [April 2012]

#### **14. Climate Change Adaptation Plans**

Ministry of Water, Energy and Climate Change

Ministry of Agriculture

Regions (Afar, Somali, Oromia)

Wereda (Aisha, Harshin, Teletele)

#### **15. Success Stories**

MDG-F Success Stories

- Pastoralists Weather Climate Change with UN Program Assistance
- Pastoralists' Livelihood Changes with the Support of MDG-F Environment Joint Program

#### **16. Best Practices**

Pastoralists engaged in livelihood endeavour as climate change adaptation [April, 2013]

#### **17. Visuals**

Pictorial illustration of environment joint programme accomplishments { April, 2013}

Documentary film on environment joint programme accomplishments, Amharic version [April, 2013]

#### **18. ToRs**

TOR for Training on Community Participatory Planning on MDG-F Environment Joint Programme [Nov 2011]

ToRs for UN Agencies and Federal Implementing Partners Joint Monitoring and Technical Backstopping Mission to Afar and Somali Regions [Dec 2011]

#### ***Other Miscellaneous Programme documents***

Minutes High Level Steering Committee Meeting [22 February 2012]

Final Draft Jan- June 2011 Environment JP Monitoring Report [June 2011]

Management Response template (submitted on Dec. 11, 2012)

MDG-F Minutes of the Joint Programmes Review Meeting 20 April 2011

MDG-F Secretariat Meeting Summary, Addis Ababa

Summary notes National Review Meeting Enhanced Coherence on Joint programming and implementation 1-2 July 2010, Nazareth

Spain MDG Achievement Fund National Steering Committee Meeting [7 June 2011]

## Annex 4: Minutes of the final review meeting of the programme management committee

**Date:** March 19/2013  
**Venue:** NRMD Conference Hall, MoA  
**Meeting Started:** 10:00am

### Present:

1. Mr. Tefera Tadese Co-chairman, NRMD, MoA
2. Mrs. Sinkinesh Beyene Co-chairman , UNDP
3. Mr. Netsanet Deneke Member, UNEP
4. Mr. Demeke Feyere Member, EPA
5. Mrs. Claire Balbo Member, UNDP
6. Mr. Mesfin Berhanu Secretary, Programme Coordinator (PC)
7. Mr. Tsegaye W/giorgis Participant, PCO (MoA)

### Absent:

1. Mr. Hassen Ali Member, FAO
2. Mr. Yonas Getahun Member, MoFED
3. Mr. Workicho Jateno Member, FAO

### Apologies:

1. Ms Ines Mazzarasa Member, RCO
2. Mr. Gijs Vantklooster Member, FAO

### Agenda:

1. Final Evaluation Report Review and Endorsement
2. Procured Assets Transferring
3. Financial and Operational Closure
4. Dissemination Workshop for JP Closure
5. Extension of PCO Staff contract and Bank account

The agenda items were read out to the attending members and endorsed unanimously.

#### 1. Final Evaluation Report Review and Endorsement

The meeting members were briefed about the issue in connection with the Final Evaluation by PC.

From the briefing, the meeting members learned that the Final Evaluation was completed by an international consultant following comments by all concerned partners. It was also learnt that the comments provided by partners were considered and incorporated in the Final Report, except the issues related to pastoralists' settlement and mobility mentioned in the report being addressed without considering the prevailing situations that are on the ground. However, this was agreed to be respected as the consultant's independent view. Finally, the Final Evaluation Report has been endorsed unanimously for the MDG-F Secretariat submission.

#### 2. Procured Assets Transferring

The meeting members were briefed by the PC about the assets procured for different IPs. It was also learned that there has been inventory reports documented previously from each IP. In this respect, the PMC members discussed and authorized PCO to write a procedural letter that enables them to transfer the assets to concerned Bureaus of the respective project implementing IPs. In return PCO shall collect formal reports from each IP on the transferring of the assets and the PCO shall communicate to the concerned JP partners.

#### 3. Financial and Operational Closure

It was discussed that the status reports on financial activities so far indicate that the financial closure will be all right. In line with this, no gap/problem has been reported concerning the utilization of remaining balance for regional IPs. However, it was learned that there is some balance remaining at the hands of EPA, PCO and UNDP. As FAO was not present, the PMC did not get an update from FAO regarding the funds at hand.

Concerning EPA, the IP's representative explained that there will be no problem in utilizing the balance. The remaining balance will be settled within the remaining JP implementing period. By the same token, PCO explained as to how it can settle the remaining balance within the remaining implementation period. Further, the PCO mentioned that about ETB299, 451.06, which is a leftover budget from M&E, salary and publication of communication material would not be spent; and suggested to cover the outstanding payment for the dissemination workshop. Regarding UNDP, a relatively large amount of money is reported not to have been settled yet. For this, the PMC agreed that UNDP and NRMD at MoA can look for capacity gaps that need to be addressed. These capacity gaps, however, should dwell around the respective JP outcomes. It was reminded that all funds must be committed by 31<sup>st</sup> March, although outstanding payments can be done beyond that date.

Apart from this, for the operational closure PC briefly explained that each IP has been provided with a Phasing-over guide line which was produced following the phase-out strategy endorsed by the PMC. Accordingly, a follow-up communication has been made with each IP repeatedly and IPs were in a position to handover the physical activities to the communities.

#### **4. Dissemination Workshop for JP Closure**

It was learned that two kinds of dissemination workshops are to be conducted at national and regional levels. The first one is to be conducted in Addis Ababa for donors, participating UN agencies, Federal level IPs and other key partners and potential stakeholders. In respect to regional workshops, it was agreed that there should be closure workshops at each IP region.

#### **5. Extension of PCO Staff contract and Bank account**

The PMC members have discussed on the agenda item thoroughly. The importance of extension was explained for the overall smooth and consolidated closure of the JP. There are specific deliverables related to post-closure such as:

- Elaboration of the terminal report delivered to the MDG Fund Secretariat by 30<sup>th</sup> April 2013;
- Organization of final evaluation report dissemination workshops;
- Participation in the MDG Joint Programme stories collection and country evaluation;
- Collection of receipts and financial closure

The PMC members agreed to the extension of the PCO contracts (Programme Coordinator, Training officer and financial officer) for two months in order to ensure the full completion and smooth closure of the Programme. To this end, UNDP and MoA accepted a direction to facilitate the extension procedures before the official closure time (March 31, 2013) reaches. Moreover, it was agreed that all measures would be taken to ensure that the MDG Environment bank account at MoA would remain open beyond March 31<sup>st</sup> in order to allow for remaining payments to be made.

**Meeting adjourned 12:00**

## **Annex 5: Final evaluation report executive summary**

### **I. Programme Description**

The MDG-F Environment Joint Programme (JP) in Ethiopia is entitled *Enabling Pastoral Communities to Adapt to Climate Change and Restoring Rangeland Environments Programme*. The Government of Ethiopia had already committed to addressing these challenges through policy reform and targeted programmes, including: improving pastoral livelihoods and assets base; management of rangelands; and encouraging livelihood diversification. The JP was designed to contribute to strengthening capacities to implement these strategies and programmes at national, regional and community levels.

The JP aimed to achieve three Outcomes, namely:

- Outcome 1: Climate change mitigation and adaptation options for pastoralists mainstreamed into national, sub-national and district development frameworks.
- Outcome 2: Enhanced capacity of government agencies and respective pastoralist community institutions to effectively respond to the climate change risks and challenges at all levels.
- Outcome 3: Pastoral community coping mechanisms/sustainable livelihood enhanced.

Outcome 1, at the Federal Level, was implemented by the Environment Protection Authority, with the United Nations Environment Programme (UNEP) as executing authority. At the Regional and Local Levels, bureaus and offices of regional IPs and the Ministry of Agriculture have implemented programme capacity building and training [Outcome 2] and on the ground activities [Outcome 3], which were supported by the United Nations Development Programme (UNDP) and the Food and Agriculture Organization of the United Nations (FAO), respectively. UNDP was the lead UN agency for the programme, within the framework of UNDAF and the “Delivering as One” agenda and MoA was the lead agency of the GoE. The programme worked in priority kebele / pastoral association areas of the four predominantly pastoral regions (Afar, Oromia, SNNP and Somali) of Ethiopia.

### **II. Summary of Conclusions, Lessons Learned and Recommendations**

#### **2.1. Conclusions**

##### ***Relevance***

- 1) It is very relevant that the Joint Programme is supporting the climate change agenda at the policy level in Ethiopia.
- 2) Ethiopia has faced challenges of rangeland management over many years, now exacerbated by climate change – which the inter-sectoral design of the JP is addressing more effectively than previous interventions.
- 3) The inter-sectoral design of the JP, with the three components addressing (1) policy; (2) awareness raising /capacity building / training; and (3) on-the ground activities was been highly commended as meeting the great need to link actions.

##### ***Efficiency***

- 4) After the delayed start, the JP has been well managed.
- 5) Overall there has been strong national ownership of the JP, which has contributed to its success in implementing most of the planned activities.



- 6) There has also been strong ownership at region / wereda and beneficiary levels.
- 7) There have been communication / knowledge sharing issues between the UN partners and also between the GoE partners which have reduced the overall effectiveness of the programme.

### ***Effectiveness***

- 8) Over the programme period, the JP has resolved many issues which arise working inter-sectorally and under the “One UN” approach, thus is now a fairly good example of the “Delivering as One” approach promoted by the MDG-F initiative.
- 9) The JP has contributed to the attainment of the majority of the short-term development outcomes.
- 10) There are clear links between the three JP Outcomes, which mean there have been synergies in the results.
- 11) The development of clean potable water points (wells, birkas, cisterns) in dry land areas brings immediate benefits for communities, however may exacerbate range degradation<sup>1</sup>.
- 12) The Climate Change Clearing House Mechanism to exchange information on CC is not working and it is unclear that it will be sustainable.
- 13) It is highly likely that other elements of the JP will be sustainable and are replicable.
- 14) For effective monitoring and evaluation, all programmes and projects require a well-designed baseline study to be completed at programme/ project start-up; this was not done in this case.

### ***Cross-Cutting Issues***

- 15) The JP managed to involve women in awareness raising / capacity building / training and will clearly be beneficiaries of the permanent water points but the FE was not shown evidence of the programme having run gender-specific activities.
- 16) The gender dimensions in policies seem to have been neglected.
- 17) Programmes should be designed to be inclusive with respect to staffing.

## ***2.2. Lessons Learned***

- 1) The three UN agencies involved in this JP have different management procedures, but this experience of working together has enabled these agencies to harmonise and demonstrates that a level of cooperation and thus synergies can be achieved at country level.
- 2) The Mid-Term Evaluation was particularly influential in catalyzing re-programming and efforts to ensure smooth implementation.
- 3) The design of the programme – with 3 Outcomes, each led by different UN agencies was designed to focus on each agency’s area of comparative advantage, but arguably was not the most conducive to working together and information sharing.
- 4) Clearly agencies have different areas of technical and other expertise – these seem not always to have been used to best effect (notably FAO’s technical expertise<sup>2</sup>).
- 5) Working inter-sectorally is also new to agencies of the Government of Ethiopia – it will take time to achieve all the potential synergies.

- 6) It is vital that greater attention is given to gender dimensions, as without this policies aimed at mitigation and adaptation are likely to exacerbate the hardships of already disadvantaged women in pastoral communities of Ethiopia, who depend on natural resources for survival.
- 7) The challenging design of the JP, working in four distinct regions of Ethiopia (see Section 4.5) has uncovered interesting local differences (*inter alia* in the interests of pastoral groups, suitable income generating activities, propensity of women to become involved in cooperatives). In future, programmes should be more nuanced in their approaches – taking into account different traditions (more support is clearly needed in some areas for cooperatives) and particularly geographical factors such as distance from markets, transport links etc.
- 8) For effective monitoring and evaluation, all programmes and projects require a well-designed baseline study to be completed at programme/ project start-up.
- 9) The design of monitoring systems should focus on areas where the programme is directly affecting (progress on activities) and also wider planned impacts (e.g. towards the MDGs), ideally using routinely collected disaggregated government statistics / other surveys. It should involve the programme beneficiaries in the impacts of on the ground activities such as changing range management practices [as is being pioneered by FAO's LADA (Local Approaches to Degradation Assessment)] and the environmental impacts of wells / birkas etc.

### **2.3. Recommendations for Future Directions**

- 1) The achievements of the JP should be publicized / disseminated at national and regional level to development partners, particularly those working with pastoralists.
- 2) Pastoralists living close to the rangeland sites restored under the JP are recognizing the benefits – and commendably already wish to extend them. This should be supported by GoE at wereda levels, including with help in future management of these areas to sustain the range improvements.
- 3) Grazing controls should be developed around the JP water points, to reduce the risk of overgrazing.
- 4) Wide scale rangeland improvement programmes are vital to sustain pastoral populations. It is unlikely that funds will be available to pay communities for bush clearing etc. (as was possible under the JP). Awareness raising of the benefits and options for lower cost range improvement (see Section 4.3) – including exchange visits to JP beneficiary communities, as these are vital to halt the vicious cycle of degradation (and contribute to Ethiopia's NAP and EPACC targets).
- 5) A more nuanced approach is needed for programmes working with pastoral groups, as clearly there are differences in interests, opportunities, suitability of IGAs etc. between pastoral areas of Ethiopia.
- 6) The concept and operation of cooperatives is very new to pastoralists and unlike anything they have an understanding of. The new cooperatives developed under the JP will require continued support from GoE to become effective income generating activities, also to repay their start-up funding (which is to be re-circulated to other new groups in the same areas).
- 7) Communities should be encouraged to include activities in their cooperatives which do not involve livestock – as this will increase their adaptive capacity.
- 8) Future “Delivering as One” programmes need to be designed and implemented in such a way as to ensure that each involved agency can contribute their full range of expertise.
- 9) The UN agencies need to ensure that their individual bureaucratic processes do not deleteriously affect implementing partners.

## Annex 6: M&E framework with update final values of indicators

Expected results (Outcomes and outputs)	Indicators with baseline	M&E event with data collection methods	Target and Time frame	Responsibilities	Risk and assumption
<b>Outcome 1. Climate change mitigation and adaptation options for pastoralists mainstreamed into national development frameworks (development plans, strategy, policies)</b>					
OUTPUT 1.1. Improved national/ regional/ local development plans, key sector policies, strategies and partnership to mainstream climate change mitigation and adaptation options into policy frameworks	<p><u>Indicator:</u></p> <p>1. Existence of Federal/ regional development Plans/strategic document for pastoralist that mainstreamed climate change mitigation and adaptation options</p> <p><u>Baseline:</u></p> <ul style="list-style-type: none"> <li>- CC policy &amp; strategy gaps identified &amp; analyzed</li> <li>- Action plan for communication strategy, adaptation/ mitigation strategy prepared</li> </ul>	<p>Periodic(Quarterly/ terminal report) progress reports review</p> <p>Consultation workshop on gap analysis report and final document produced</p> <p>Documents produced</p>	<ul style="list-style-type: none"> <li>- CC related risks/vulnerabilities of the pastoral communities at Federal, four regions and six districts identified and assessment report produced by the 2<sup>nd</sup> year of the project</li> <li>- CC related federal and four regional states policy and strategy gap analysis report produced and policy proposal prepared by the end of 3<sup>rd</sup> quarter of 2012</li> <li>- Federal, four regional states and six districts C adaptation/mitigation strategy, communication strategy, action plan prepared by the 2<sup>nd</sup> year of the project</li> <li>- IT materials distributed to the four regions to strengthen climate information exchange by the end of the 3<sup>rd</sup> quarter of 2012</li> <li>- Communication strategy and public awareness toolkit published by the end of the 3<sup>rd</sup> quarter of 2012</li> <li>- Pastoralist adaptation measures integrated into the development plan by the 2<sup>nd</sup> year of project</li> </ul>	UNEP + EPA	Capacity limitation, Delay in getting returns from the field, Delay in disbursement of fund.
OUTPUT 1.2. Tools/ guidelines for mainstreaming CC adaptation and mitigation into federal, regional and district development planning system developed	<p><u>Indicator:</u></p> <p>1. Existence of tool/manuals for mainstreaming CC adaptation and mitigation for pastoralist:</p> <p><u>Baseline:</u></p> <ul style="list-style-type: none"> <li>- Not Exist</li> </ul>	<p>Periodic(Quarterly/ terminal report) progress reports review</p> <p>Documents produced</p> <p>Awareness creation workshop on Tools/guidelines documents produced</p>	<ul style="list-style-type: none"> <li>- Mainstreaming methodology, tools/manuals/guidelines/ training manuals developed by the end of 2012</li> <li>- Toolkits on adaptation technologies to be translated and published by the end of 2012</li> </ul>	UNEP + EPA	Capacity limitation, Delay in getting returns from the field, Delay in disbursement of fund. Manuals produced to enable translation in other languages.
<b>Outcome 2. Government and pastoral institutional capacities strengthened to effectively respond to the climate change risks and challenges</b>					
OUTPUT 2.1. Federal/Regional/district and pastoral community institutions capacity and service delivery to respond to pastoralist community needs enhanced	<p><u>Indicator:</u></p> <ul style="list-style-type: none"> <li>- Pastoral communities institutional capacities to respond to CC risks and resource based conflicts improved</li> <li>- Pastoral communities from the six target districts awareness level on CC adaptation, organization, mgt and early warning and response mechanism improved</li> <li>- Pastoral communities perception to the services delivered by gov't bodies to their needs developed</li> </ul> <p><u>Baseline:</u></p> <ul style="list-style-type: none"> <li>- Institutional capacities to respond to pastoral communities CC risks and resource based conflicts are inadequate</li> </ul>	<p>Periodic (Quarterly/ terminal report) progress reports review</p> <p>Training report; Training evaluation &amp; feed back by participants</p> <p>Field visit to verify capacity developed, gauge beneficiaries' satisfaction and ascertain CC mitigation and adaptation package disseminated.</p>	<ul style="list-style-type: none"> <li>- Federal/regional/local practitioners and community members enabled to plan/manage CC adaptation and handle resource based conflicts</li> <li>- Capacity needs assessment of pastoral communities institutions and relevant federal, regional and local government institutions by the end of the 3<sup>rd</sup> quarter of 2012</li> <li>- Parliamentarians, federal/ regional/district civil servants, selected pastoral community leaders sensitized to make them responsive to the CC adaptation needs of the pastoral community by end of the 3<sup>rd</sup> quarter of 2012</li> <li>- Existing capacity of pastoral communities institutions and relevant government institutions assessed, gaps identified and needs defined by the 2<sup>nd</sup> year of the project</li> <li>- Critical capacity needs of key government and community institutions strengthened by the end of 2012</li> <li>- Critical mass of skilled trainees on adaptation programme management and early warning and response systems deployed by the end of the 3<sup>rd</sup> quarter 2012</li> </ul>	UNDP + MoA + EPA	Turnover of trained staff, Delay in liquidation of advances and disbursement of fund,

Expected results (Outcomes and outputs)	Indicators with baseline	M&E event with data collection methods	Target and Time frame	Responsibilities	Risk and assumption
			<ul style="list-style-type: none"> <li>- Information on CC mitigation and adaptation packaged and disseminated by the end of the 3<sup>rd</sup> quarter of 2012</li> <li>- User friendly adaptation early warning and response mechanism (indicators, manuals, working procedures for info exchange) produced and presented by the 3<sup>rd</sup> quarter of 2012</li> <li>- Local pastoralist CC response coordination mechanism established by the 2<sup>nd</sup> year of the project</li> <li>- Regular monitoring system of Regional IPs established by the end of the 2<sup>nd</sup> quarter of 2012</li> </ul>		
<b>Outcome 3. Pastoral community coping mechanism/ sustainable livelihood enhanced</b>					
OUTPUT 3.1. Climate sensitive needs identified, assessed and priority interventions agreed	<u>Indicator:</u> A well elaborated assessment report with priority interventions agreed by project appraisal committee (FAO) <u>Baseline:</u> - Not Exist	Baseline report	<ul style="list-style-type: none"> <li>- Baseline data generated on: potential, accessibility, management, availability and alternatives in: water, livestock, rangeland and market, in the selected villages of the 6 districts by the 2<sup>nd</sup> year of the project</li> </ul>	FAO + MoA + IP – Regions	Delay in disbursement/ utilization of fund,
OUTPUT 3.2. Integrated Rangeland Management practices promoted in the targeted districts for better livelihoods and coping with adverse climatic effects	<u>Indicator:</u> 1. No of villages' form the target districts get access to functional water schemes among those don't have. Seventeen PAs/villages from 6 districts secured feed resources 2. No of villages from the target districts start practicing better feed resource management (Systems and technologies that enhance availability of feed resources) 3. No of villages from the target districts start utilizing vet services and market facilities in reasonable walking distance  <u>Baseline:</u> - Access to natural resource (feed /water) resource is poor (100km travel) - Production , productivity and off take of livestock is poor - Existing Animal health posts/clinics are not functional due to lack of drug, equipment and lack of animal health workers	Field visit report; Monitoring report; Water committee bylaw; report on livestock market off take; legal certificate for Livestock Marketing Cooperatives; training report	Access to functional water schemes improved on a sustainable basis by the end of the project period <ul style="list-style-type: none"> <li>- Baseline report with priority interventions prepared by the 2<sup>nd</sup> year of the project</li> <li>- 5 dams constructed in Afar by the end of the 2<sup>nd</sup> quarter of 2012</li> <li>- 30 wells/ponds/springs (total) developed/rehabilitated at project areas by the end of 2012</li> <li>- 34 water harvesting facilities (4birkas/ 1 reservoir/ 30 cisterns (total) developed at project areas by the end of 2012</li> <li>- 40 WASH COs from pastoral communities/local development institutions/pastoral committees organized/established/strengthened and trained for proper water by the 2<sup>nd</sup> year of the project</li> <li>- Capacity developed for more that 203 water use members on resources mgmt., utilization and on WASH and water borne diseases at project areas by the end of the 3<sup>rd</sup> quarter of 2012</li> <li>- Physical Capacities of local institutions/committees developed via material/ equipment/furniture supply by the end of the 2<sup>nd</sup> quarter of 2012</li> <li>- 429 ha of area enclosure made and reseed/resowed at pastoral community levels in the project areas by the end of the 3<sup>rd</sup> quarter of 2012</li> <li>- Six cross visits for pastoral community members made by the end of the 3<sup>rd</sup> quarter of 2012</li> <li>- 2,175 hectares of bush clearing activities done by the end of the programme period (March 2013)</li> <li>- 7Nursery sites developed /strengthened for multiplication of native and improved fodder species production by the end of 3<sup>rd</sup> quarter of 2012</li> <li>- More than 362, 000 seedlings of improved and native fodder trees planted by the end of 2012</li> <li>- Awareness created within pastoral community members on better management and utilization of range land resources, bush clearing, fodder production and control over environmental degradation by the end of the 2<sup>nd</sup> quarter of 2012</li> <li>- 59 hectares and 75 km of soil erosion (gully treatment) promoted by the end of the 3<sup>rd</sup> quarter of 2012</li> <li>- Training for 30 experts and cross visits for 69 experts given on forage/rangelands development</li> </ul>	FAO + MoA+ IP Regions	Delay in disbursement/ utilization of fund, Operation and maintenance. Some activities are season-dependant.

Expected results (Outcomes and outputs)	Indicators with baseline	M&E event with data collection methods	Target and Time frame	Responsibilities	Risk and assumption
			<ul style="list-style-type: none"> <li>- Physical Capacities of local institutions/committees developed via material/equipment/furniture supply by the end of the 2<sup>nd</sup> quarter of 2012</li> <li>- 48 CAHWS organized/strengthened and trained</li> <li>- Refresher training for 75 veterinary staff from Wereda and Regions conducted</li> <li>- 2 animal health/vet posts constructed/ rehabilitated by the end of 2012</li> <li>- Veterinary drugs and equipment provided to vet posts by the end of the 2<sup>nd</sup> quarter of 2012</li> <li>- Establish 13 LMC and strengthen one facilitated with information service by the end of the 3<sup>rd</sup> quarter of 2012 in SNNP</li> <li>- 13 LMC linked to community development fund to get access to seed money by the end of the 3<sup>rd</sup> quarter of 2012</li> <li>- LMC management bodies in Afar, Somali and Oromiya trained on how to manage the members/coops, run the business, book keeping and business planning by the end of the 2<sup>nd</sup> quarter of 2012</li> <li>- 1 Primary market posts in Oromia established by the end of the 2<sup>nd</sup> quarter of 2012</li> <li>- 2 breeding crashes constructed in SNNP by the end of 2012</li> <li>- Physical Capacities of LMC developed via material /equipment/furniture supply by the end of the 2<sup>nd</sup> quarter of 2012</li> <li>- 45 improved local breeds of animals introduced in Afar</li> <li>- 2 animal health/vet posts constructed/rehabilitated by the end of 2012</li> </ul>		
<p>OUTPUT 3.3. A system that enhance income generating capacity of the pastoralist communities to cope up with climate change related livelihood risks established and made functional in selected villages of the targeted six districts.</p>	<p><u>Indicator:</u></p> <ol style="list-style-type: none"> <li>1. Community members in 17 selected PAs/ villages from 6 districts benefited from IGAs</li> <li>2. Six community dev't fund established &amp; made functional in the 6 districts</li> <li>3. Alternative IGAs or schemes designed and implemented in six districts</li> <li>4. Three Hundred Sixty target community members acquire income diversification skills</li> </ol> <p><u>Baseline:</u></p> <ul style="list-style-type: none"> <li>- Inaccessibility to livestock market, lack of marketing information, involvement of many brokers, and absence of LMC and limited IGAs</li> </ul>	<p>Community development fund by laws Monitoring reports; Beneficiary survey; Financial records of cooperatives; Livestock market prices; Wereda office reports</p>	<ul style="list-style-type: none"> <li>- Alternative income generating schemes identified and/or designed to be implemented by both men and women of the pastoralist community over the project life and beyond</li> <li>- Participatory assessment on viability of potential IGAs by the 2<sup>nd</sup> year of the project</li> <li>- Design of community development fund by the end of the 3<sup>rd</sup> quarter of 2012</li> <li>- Pastoral Communities' income generating skills developed and income sources diversified with training by the end of the 3<sup>rd</sup> quarter of 2012</li> <li>- 6 community development fund established and made functional in the six target districts to facilitate alternative income generating activities by the end of the 2<sup>nd</sup> quarter of 2012</li> <li>- Pastoral communities trained on how to get in to IGAs, run the businesses, manage them and on how to develop and utilize book keeping and business planning by the 2<sup>nd</sup> year of the project</li> <li>- Physical capacities of COOPs and unions developed via material/equipment/furniture supply by the 2<sup>nd</sup> year of the project</li> <li>- 360 target community members acquire income diversification skills over the project lifetime.</li> </ul>	<p>UNDP + FAO + MoA + IP – Regions</p>	<p>Delay in disbursement/ utilization of fund. Fuel price increase and exchange rate might affect profit to the group</p>

**VI. CERTIFICATION OF OPERATIONAL CLOSURE OF THE PROJEC**

By signing, Participating United nations Organizations (PUNO) certify that the project has been operationally completed.

<b>PUNO</b>	<b>NAME</b>	<b>TITLE</b>	<b>SIGNATURE</b>	<b>DATE</b>
<b>UNDP</b>				
<b>FAO</b>				
<b>UNEP</b>				