

**Ethiopia**  
**Improvement Plan**

**Thematic window: Environment and Climate Change**

**Programme Title: Enabling Pastoral Communities to Adapt to Climate Change and Restoring Rangeland Environment**

## PROGRAMME IMPROVEMENT PLAN: MDG-F ENVIRONMENT JOINT PROGRAMME

### Enabling pastoral communities to adapt to climate change and restoring rangeland environment

Evaluation Recommendation No. 1: Carry out a General Workshop under consideration of all identified key recommendations						
Response from the Joint Programme Management						
Key actions	Time frame	Responsible Body	Follow-up		Secretariat	
			Comments	Status	Comments	Status
1.1 Conduct workshop to gain common understanding and buy-in and agree on the way forward based on the MTE recommendations and proposed implementation plan	April 20 – 21/2012	PCO/Regional IPs/Wereda IPs/PMC/RC Office	<ul style="list-style-type: none"> <li>Consolidated implementation status update received from all IPs</li> <li>Meeting on workshop preparation and agenda to be held on April 11/2012.</li> <li>Workshop tentatively scheduled for 20-21 April/2012</li> </ul>	In progress  April 11/2012  In progress		
1.2 Elaborate new strategies to overcome administrative & processes challenges and take concrete active measures for improvement	April 20 – 21/2012	PCO/Regional IPs/Wereda IPs/PMC/RC Office	<ul style="list-style-type: none"> <li>Conduct a rapid assessment of the regional program staff in terms of the joint program requirements for the administrative procedures, reporting, budgeting, and technical skills required for the program.</li> <li>Introduction of a financial tracking system to identify bottlenecks in fund transfers and possible remedial actions</li> <li>Measures to be agreed on during workshop</li> </ul>	Before April 30/2012  Before April 30/2012  Before April 30/2012		
1.3 Develop and agree on the JP exit Strategy which reflect the program's phasing over and sustainability	April 11/2012  April 20-21/2012  Program Duration  April 20-21/2012	PCO  PCO/Regional IPs/Wereda IPs/PMC/RC Office  PCO/PMC/UN Agencies/Federal IPs  UNDP/PCO  PCO/Regional IPs/Wereda IPs/PMC/RC Office	<ul style="list-style-type: none"> <li>The draft exit strategy shall be shared with the IPs and requested them to come with their comments for the workshop</li> <li>The upcoming workshop will concretize the exit strategy based on the revised JP</li> <li>MoA, EPA and UN Agencies will lead outreach activities to increase synergies with potential partners</li> <li>Facilitate integration of Climate change adaptation, DRM and DRS to establish synergy and strengthen capacity of the regional focal bureau</li> <li>Exit strategy agreed and endorsed during workshop</li> </ul>	Before April 15/2012  Before April 30/2012  Before 31/10/2012  Before 31/10/2012  Before April 30/2012		

<p>1.3 Update and agree on the M&amp;E framework to ensure program outcomes accomplishments</p>	<p>April 20 – 21/2012</p>	<p>PCO/Regional IPs/Wereda IPs/PMC/RC Office</p> <p>UNDP/PCO</p> <p>PCO</p> <p>PCO/Regional IPs/Wereda IPs/PMC/RC Office</p>	<ul style="list-style-type: none"> <li>• Establish verifiable thematic indicators, based on the integration of baseline survey results in the M&amp;E framework, to form a reference system for investigations and assessments of program impacts</li> <li>• Seek advice from M&amp;E specialist to provide quality assurance</li> <li>• The draft M&amp;E Framework shall be shared with the IPs and requested them to come with their comments for the workshop</li> <li>• M&amp;E Framework agreed and endorsed during workshop</li> </ul>	<p>In progress</p> <p>Before April 11/2012</p> <p>Before April 15/2012</p> <p>Before April 30/2012</p>		
<p>1.5 Speed up program implementation by Reorienting IPs about program strategies and targets</p>	<p>May 1 – 20/2012</p> <p>April 11/2012</p> <p>April 20 – 21/2012</p> <p>May 21 - 31/2012</p> <p>End of 4th Quarter – 2004 EFY</p> <p>April 11 – 20/2012</p>	<p>PCO/UNDP/FAO/ UNEP/EPA/MoA</p> <p>PCO/UNDP/FAO/ UNEP/EPA/MoA</p> <p>PCO/Regional IPs/Wereda IPs/PMC/RC Office</p> <p>PCO/UNDP/FAO/ UNEP/EPA/MoA</p> <p>PCO/UNDP/FAO/ UNEP/EPA/MoA</p> <p>PMC/UN Agencies/RCO/EPA</p>	<ul style="list-style-type: none"> <li>• A calendar of joint missions along with logistic arrangement will be developed and agreed among all partners that will ensure transport for joint missions ahead of time.</li> <li>• Each UN agencies and Federal IPs shall assign experienced technical staff and establish a task force and provide technical backstopping for IP regions and Weredas</li> <li>• Monitoring plan shall be developed at the end of the workshop and strictly implemented</li> <li>• Reorientation of regional and Wereda IPs about the program improvement plan, Exit strategy and M&amp;E.</li> <li>• PCO, Federal IPs focal persons &amp; UN focal persons carry out joint monitoring mission to the regions and provide backstopping support and reorient, keep updated regional and Wereda IPs and partners about the program improvement plan, strategies and M&amp;E</li> <li>• Transport for joint missions shall be arranged by UNDP, FAO, &amp; EPA and agreed on ahead of time.</li> </ul>	<p>Before May 20/2012</p> <p>Before April 11/2012</p> <p>Before April 30/2012</p> <p>Before May 31/2012</p> <p>Before July 10/2012</p> <p>Before May 20/2012</p>		

Evaluation Recommendation No. 2: Revision of the joint programme						
Response from the Joint Programme Management						
Key actions	Time frame	Responsible Body	Follow-up		Secretariat	
			Comments	Status	Comments	Status
2.1 Identify ongoing and delayed activities under outcome 1, 2 & 3 and reprogramming of activities for the remaining project life	April 11/2012	PCO/Regional IPs/Wereda IPs/PMC/RCO/UN Agencies	<ul style="list-style-type: none"> <li>Develop progress status update matrix and share with IPs to be filled up in preparation for the General Workshop</li> </ul>	In progress		
	April 11/2012	PMC/UN Agencies/PCO/RCO	<ul style="list-style-type: none"> <li>Identify current implementation status, challenges per region and agree on remedial measures with time frame</li> </ul>	Before April 11/2012		
	At the General Workshop meeting	PCO/Regional IPs/Wereda IPs/PMC/RCO/UN Agencies	<ul style="list-style-type: none"> <li>Discuss the program status update matrix completed by IPs and agree on the need for revision of the outcome or mechanisms to accelerate implementation and identify activities which can be downscaled (i.e. which have not yet begun)</li> </ul>	Before April 30/2012		
			<ul style="list-style-type: none"> <li>Based on the identification of interventions that cannot be accomplished agree on the work plan for the remaining project period to be attached to the request no cost extension and downscale some of the activities – each agency to prepare suggestions for the workshop.</li> </ul>	Before April 30/2012		
2.3 Develop reprogrammed Work plan for the remaining project life	At the General Workshop meeting	PCO/Regional IPs/Wereda IPs/PMC/RCO/UN Agencies Office	<ul style="list-style-type: none"> <li>A Work Plan which lists the operative implementation activities with a clear schedule for the remaining eight-month programme duration shall be prepared and agreed on for implementation.</li> </ul>	Before April 30/2012		
			<ul style="list-style-type: none"> <li>Monitoring plan to be developed at the end of the workshop and strictly implemented</li> </ul>	Before April 30/2012		
			<ul style="list-style-type: none"> <li>Revised results framework along joint work plan with financial information (including carryover of funds) covering the remaining programme period</li> </ul>	Before April 30/2012		

Evaluation Recommendation No. 3: Increase the efficiency of programme implementation and accelerate the progress towards the programme achievement						
Response from the Joint Programme Management						
Key actions	Time frame	Responsible Body	Follow-up		Secretariat	
			Comments	Status	Comments	Status
3.1 Implement the JP exit Strategy	Program duration	PCO/Regional IPs/Wereda IPs/PMC/RC Office	<ul style="list-style-type: none"> <li>Field monitoring shall be conducted by PCO to conform the implementation of the JP exit strategy</li> <li>Implementation of exit strategy is closely overseen by PMC and lead agencies</li> </ul>	Before 31/10/2012  Before 31/10/2012		
Evaluation Recommendation No. 4: Ensure regular and timely salary payments for the Wereda focal persons						
Response from the Joint Programme Management						
Key actions	Time frame	Responsible Body	Follow-up		Secretariat	
			Comments	Status	Comments	Status
4.1 Budget lines for salaries as well as for operational costs should be independent from program activities	ASAP	PCO/UNDP	<ul style="list-style-type: none"> <li>Discus and agree with UNDP on separating the salary budget line from other operational budget lines and facilitate timely disbursement modality.</li> </ul>	Before 15 April /2012		
Evaluation Recommendation No. 5: Communication & Management						
Response from the Joint Programme Management						
Key actions	Time frame	Responsible Body	Follow-up		Secretariat	
			Comments	Status	Comments	Status
5.1 Encourage transparent and vital communication processes between all levels of the programme (especially vertically)	Programme duration	PCO/PMC/RC Office	<ul style="list-style-type: none"> <li>Solve the budget constraint for implementing the communication &amp; advocacy strategy</li> <li>Share quarterly and semester reports with all IPs and partner organizations.</li> <li>Maintain signed minutes of PMC and Steering committee meetings</li> <li>Strengthen regular contact with IPs</li> </ul>	Before 31/10/2012		
5.2 Project Management Committee meetings should be institutionalized for closer follow-up.	Every last Thursday of the month	PCO/PMC/RCO/Mo A/EPA/UN Agencies	<ul style="list-style-type: none"> <li>Develop a calendar of meetings for the remaining period/ and agree to make sure it happens.</li> <li>Minutes signed to create mutual understanding and establish accountability.</li> </ul>	Will start on April 24/2012		

5.3	Implement the Communication and advocacy strategy of the JP	At the General Workshop meeting  Program duration	PCO/ Federal & Regional IPs/ Wereda IPs/PMC/RCO/UN Agencies PCO/PMC/RCO/UN Agencies	<ul style="list-style-type: none"> <li>PCO to critically and creatively review the existing communication strategy and propose to PMC relevant communication and advocacy actions for the remaining time of implementation.</li> <li>PCO, Federal IPs, and UN Agencies shall take the responsibility for integrating the JP C&amp;E in their sphere of operation and publicize it.</li> </ul>	Before April 30/2012  Before 31/10/2012		
<b>Evaluation Recommendation No. 6: Program Coordination Office (PCO) mandatory power and the decision-making authority reviewed</b>							
<b>Response from the Joint Programme Management</b>							
<b>Key actions</b>		<b>Time frame</b>	<b>Responsible Body</b>	<b>Follow-up</b>		<b>Secretariat</b>	
				<b>Comments</b>	<b>Status</b>	<b>Comments</b>	<b>Status</b>
6.1	Strengthen PCO coordination and decision-making power	Programme duration	PCO/PMC/RC Office	<ul style="list-style-type: none"> <li>UN Agencies and Federal IPs shall be responsive to PCO request and act in accordance with the ToR stipulated in the Program implementation Guideline.</li> <li>The coordination and communications mechanisms between regional focal bureau and the operational districts and focal experts shall be strengthened during reorientation visit and during the upcoming general workshop</li> </ul>	Before 31/10/2012		
<b>Evaluation Recommendation No. 7: Provision of motorcycles for the focal persons in the six implementation Weredas</b>							
<b>Response from the Joint Programme Management</b>							
<b>Key actions</b>		<b>Time frame</b>	<b>Responsible Body</b>	<b>Follow-up</b>		<b>Secretariat</b>	
				<b>Comments</b>	<b>Status</b>	<b>Comments</b>	<b>Status</b>
7.1	Budget allocation for Motorcycles tax, Paying tax and dispatching to IP Weredas	At the General Workshop meeting	PCO/ Federal & Regional IPs/ Wereda IPs/PMC/RCO/UN Agencies/ BoFED	<ul style="list-style-type: none"> <li>MOFED shall communicate with regional BoFED and &amp; IPs for budget allocation for tax and PCO follow up and report to PMC.</li> <li>The motorcycle tax budget shall be discussed during the workshop: The challenge and cost implications brought to the attention of MOFED</li> <li>Regional BoFED &amp; IPS shall allocate resource to pay the tax.</li> <li>Regional IPs shall pay tax and dispatch the motorcycles to Wereda IPs</li> </ul>	Before April 30/2012  Before April 30/2012  Before May 31/2012 Before May 31/2012		

Evaluation Recommendation No. 8: Harmonizing UN Agencies procedures						
Response from the Joint Programme Management						
Key actions	Time frame	Responsible Body	Follow-up		Secretariat	
			Comments	Status	Comments	Status
8.1 Transferring six months' funding in advance to ease administrative pressure	ASAP	RC Office & UNDP	<ul style="list-style-type: none"> <li>This is beyond the JP control as it relates to the way the UNDP operates globally.</li> </ul>	Done by FAO		
8.2 Harmonization and alignment of rules and procedures (e.g. fund management) to maximize the implementation effectiveness and efficiency	ASAP	RC Office	<ul style="list-style-type: none"> <li>The lesson may help for future joint programmes. But now it is not feasible as Joint decision takes time.</li> </ul>	Not Feasible for this programme		
Evaluation Recommendation No. 9: Establishment of a reliable and appropriate Monitoring and Evaluation						
Response from the Joint Programme Management						
Key actions	Time frame	Responsible Body	Follow-up		Secretariat	
			Comments	Status	Comments	Status
9.2 Prepare ToR for and conduct participatory evaluation	Beginning of 1 <sup>st</sup> Quarter- 2005 EFY	PCO/PMC/RCO/UN Agencies	<ul style="list-style-type: none"> <li>Timeframe and who should participate in the participatory evaluation shall be elaborated in the ToR.</li> <li>Concretize methodology and timeframe during the upcoming visit of the MDG F Secretariat</li> </ul>	Before July 15/2012  Before May 4/2012		
9.3 Experience sharing with IPs on M&E and best practices	End of 1 <sup>st</sup> Quarter - 2005EFY	PCO/Regional IPs/Wereda IPs/PMC/RC Office	<ul style="list-style-type: none"> <li>PCO &amp; PMC shall identify what experience is available? Where? And then arrange the experience sharing in regions with best practice.</li> <li>PCO to produce quarterly summary updates from the reports, monitoring trips and share among partners,</li> <li>Respective Federal and regional IPs shall organize experience sharing visit for beneficiary communities, Gov. Officials and technical staff.</li> </ul>	Before August 15/2012  Five days after End of Each Quarter End of 1 <sup>st</sup> Quarter		