# PROJECT DOCUMENT

## UNDP support to the National Demobilization and Reintegration Programme Ethiopia

**Project Title**: **UNDP Support to the National Demobilization and Reintegration Programme**
**Project Number:**

**Implementing Partner: National Rehabilitation Commission (NRC)**

**Start Date:** 01 Jan 2024 **End Date:** Dec 2026

| Brief Description |
|---|
| The United Nations global experience shows that the first 24 months after a peace agreement are critical because people in conflict-impacted areas expect to quickly see a ¨peace dividend¨, that brings back a sense of normalcy into their lives. In Ethiopia, however, more than a year has already passed into this period with no large-scale recovery and reconstruction interventions underway. Delivering a peace dividend is a core part of peacebuilding, and this dividend must be tangible and connected to political milestones, including DDR.<br><br>In accordance with the National Demobilization and Reintegration Programme (NDRP), the target ex-combatants of the Ethiopian DDR programme are approximately 371,971 nationwide. The programme aims at assisting in demobilizing and reintegrating ex-combatants of Tigray and other regions, offering support for survivors of sexual and gender-based violence, providing mental health and psychosocial support, and disability care, when necessary.<br><br>This project is expected to deliver critical results for the early stages of DDR that will lay the foundation for longer-term peacebuilding and ensure urgent response to people at risk and those in need. It will also help build the capacity of national and regional institutions and of service providers in the targeted regions.<br>DDR covers all three components of the Humanitarian-Development-Peace nexus. DDR programming falls under the Peace pillar as implementation moves from humanitarian to development. |

Contributing Outcome (UNSDCF, CPD, RPD ):

Indicative Output(s) with gender marker[1]:
GEN 2

| | | |
|---|---|---|
| **Total resources required:** | **USD 371,796,163** | |
| **Total resources allocated (in USD million):** | | |
| | **UNDP TRAC:** | |
| | **Donors (in USD million):** | EU: 17,5<br>UK: 21,4<br>Italy: 8,9<br>Sweden: 4,9<br>USAID: 5<br>Japan: 6,7<br>South Korea: 3<br>Canada: 10.2<br>Total = 77.6 M |
| | **In Kind** | India = 10 M |
| | **Government Contribution in** | ETB 1 Billion |

[1] The Gender Marker measures how much a project invests in gender equality and women's empowerment. Select one for each output: GEN3 (Gender equality as a principle objective); GEN2 (Gender equality as a significant objective); GEN1 (Limited contribution to gender equality); GEN0 (No contribution to gender quality)

| | | | |
|---|---|---|---|
| | | addition for budget outside UNDP Support (in USD million): | |
| | | In-Kind: | |
| **Unfunded:** | | | USD 294,196,163 |

Agreed by:

| Government | UNDP | Government Mandated Commission |
|---|---|---|
| HE Semereta Sewasew<br>State Minister – Ministry of Finance | Samuel Gbaydee Doe<br>Resident Representative, UNDP - Ethiopia | Temesgen Tilahun<br>Commissioner<br>NRC |
| Date: 24 May 2024 | Date: | Date: 2024 |

## I. DEVELOPMENT CHALLENGE

### Background

The toll from the two-year long war that lasted from November 2020 to November 2022 primarily fought in the Tigray Region of Ethiopia between forces allied to the Ethiopian federal government and Eritrea on one side, and the Tigray People's Liberation Front (TPLF) on the other, has been enormous. On top of the loss of lives, millions of people across Ethiopia have been displaced by the conflict. The impact of conflict goes beyond displacement and affects local communities' access to social services, disrupts markets, exacerbates gender inequality and hinders humanitarian operations[2]. Further consequences of the conflict comprise: rising poverty, a stagnant human development and growing macroeconomic pressures related to reduced fiscal space, forex reserves, development assistance and inflows, and increased debt and inflation.

An agreement for lasting peace through a comprehensive Cessation of Hostilities Agreement (CoHA) was signed between the Government of the Federal Democratic Republic of Ethiopia (GoE) and the Tigray People's Liberation Front (TPLF) in Pretoria, South Africa, on 2nd November 2022, after two years of conflict in Northern Ethiopia. The CoHA paves the way for restoring peace, security, and stability in the Tigray Region, as well as in conflict-impacted areas of other regions. This wide-ranging agreement commits to: an immediate and permanent cessation of hostilities; the restoration of federal authority in Tigray; the creation of an interim administration pending fresh regional elections; disarmament, demobilization and reintegration (DDR) of TPLF combatants; resumption of unhindered humanitarian access; the restoration of essential services; reintegration of internally displaced persons (IDPs) and returning refugees; transitional justice, social cohesion and reconciliation; and recovery and reconstruction.

The Ethiopian National Rehabilitation Commission (NRC) was formed in 2022 and mandated to demobilize and reintegrate ex-combatants (XCs), enabling peaceful livelihoods. The National Rehabilitation Commission (NRC) was established and mandated by the Council of Ministers Regulation No. 525/2022 dated 25 November 2022 to design, plan and implement the DDR Programme in Ethiopia. The United Nations (UN) was requested by the GoE in December 2022 to provide technical and advisory support to the DDR programme, and UNDP was nominated as the technical and coordination lead of all development and implementing partners. In 2023, the Ministry of Finance requested UNDP to create a funding mechanism/basket fund for the DDR programme which has become operational in 2024. The regulation defines an ex-combatant as a former ex-combatant who took part in conflicts in any part of the country, being a member of an organized armed group, and designated as such for demobilization and reintegration (Part one, No. 2(1) of the regulation).[3]

DDR programmes contribute to sustainable peace, political stability, rehabilitation, and socio-economic development, the DDR programmes. DDR aims to address the post-conflict security, economic, psychological, and health challenges that ex-combatants face during the critical transition period from conflict to peace and development. DDR seeks to support the ex-combatants economic and social reintegration so that they can become stakeholders in peace.[4] For DDR to be successful, it needs to be participatory, gender responsive and inclusive in their approach.

The International DDR Standards[5] (IDDRS), revised in 2019, were formulated through the joint efforts of 27 UN entities, which together form the Inter-Agency Working Group on DDR (IAWG) and guide the United Nations system's support to DDR processes.

Between 2009 and 2014, the IDDRS have been updated with new and revised modules. In 2017, the IAWG took the decision to undertake a comprehensive review of the IDDRS, which culminated with the launch of the revised UN Approach to DDR in 2019.

The IDDRS provide the following definitions[6]:

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[2] OCHA Ethiopia (https://www.unocha.org/ethiopia?gad_source=1&gclid=Cj0KCQjwtZK1BhDuARIsAAy2VztIf8AlSh4YGJIYIqM4XnbF4ALzW08PcydicLQAimgffq-1kFuADZAaAst-EALw_wcB)

[3] Baseline Assessment to Explore Economic and Employment Opportunities with Respect to Ex-Combatants in the Tigray Region of Ethiopia, National Rehabilitation Commission, December 2023.

[4] Baseline Assessment to Explore Economic and Employment Opportunities with Respect to Ex-Combatants in the Tigray Region of Ethiopia, National Rehabilitation Commission, December 2023.

[5] https://www.unddr.org/the-iddrs/

[6] https://www.unddr.org/the-iddrs/

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- **Disarmament** is the collection, documentation, control and disposal of small arms, ammunition, explosives and light and heavy weapons of combatants and often also of the civilian population. Disarmament also includes the development of responsible arms management programmes.
- **Demobilization** is the formal and controlled discharge of active combatants from armed forces or other armed groups. The first stage of demobilization may extend from the processing of individual combatants in temporary centres to the massing of troops in camps designated for this purpose (cantonment sites, encampments, assembly areas or barracks). The second stage of demobilization encompasses the support package provided to the demobilized, which is called reinsertion.
- **Reinsertion** is the assistance offered to ex-combatants during demobilization but prior to the longer-term process of reintegration. Reinsertion is a form of transitional assistance to help cover the basic needs of ex-combatants and their families and can include transitional safety allowances, food, clothes, shelter, medical services, short-term education, training, employment and tools. Reinsertion is short-term material and/or financial assistance to meet immediate needs and can last up to one year.
- **Reintegration** is the process by which ex-combatants acquire civilian status and gain sustainable employment and income. Reintegration is essentially a social and economic process with an open time frame, primarily taking place in communities at the local level. It is part of the general development of a country and a national responsibility and often necessitates long-term external assistance.

The IDDRS define DDR as a process that contributes to security and stability in a post-conflict recovery context by removing weapons from the hands of combatants, taking the combatants out of military structures and helping them to integrate socially and economically into society by finding civilian livelihoods. Integrated DDR processes can contribute to preventing conflict escalation, supporting political processes, building security, protecting civilians, promoting gender equality and addressing its root causes, reconstructing the social fabric and developing human capacity. Integrated DDR is at the heart of peacebuilding and aims to contribute to long-term security and stability.[7]

The IDDRS have increasingly emphasized the importance of integrating a gender perspective into DDR processes. This approach aims to address the distinct experiences and needs of men and women involved in conflict and post-conflict situations. Revised in 2019, it provides a comprehensive framework for incorporating gender considerations into DDR programmes. It recognizes that gender identities significantly influence the dynamics of violence and conflict, and thus, understanding these identities is crucial for effective DDR interventions. Hence, ensuring women's meaningful participation in all phases of DDR is essential. This includes not only ex-combatants but also women in communities affected by conflict.

Women and girls are likely to have played many different roles in armed forces and groups, as fighters, supporters, , messengers and cooks, amongst others. The design and implementation of integrated DDR processes should aim to address the specific needs of women and girls, as well as men and boys, taking into account these different experiences, roles, capacities and responsibilities acquired during and after conflicts. Specific measures should be put in place to ensure the equal and meaningful participation of women in all stages of integrated DDR. Gender-responsive DDR also contributes to:

- SDG 5.1: End all forms of discrimination against women and girls everywhere.
- SDG 5.2: Eliminate all forms of violence against all women and girls in public and private spaces, including trafficking, sexual and other types of exploitation.
- SDG 5.5: Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic, and public life.
- SDG 5.6: Ensure universal access to sexual and reproductive health and reproductive rights.[8]

DDR programmes strive to create reintegration opportunities that are environmentally friendly. These range from cattle and agricultural options, to green jobs. DDR programmes aim to design reintegration activities so that they involve natural resources and support long-term sustainable livelihoods. In conflict contexts, natural resource management is typically already a part of existing livelihoods and employment opportunities, in both formal and informal sectors. By carefully assessing and factoring natural resource management considerations - including foreseen impacts and potential threats from climate change - into reintegration efforts, DDR programmes can help improve sustainability and resilience in these key livelihoods sectors. Sound natural resource management can create pathways to support key natural resource sectors to transition from the war economy and align with national development priorities. Furthermore, it is very important, when designing agriculture-related reintegration options,

[7] https://www.unddr.org/the-iddrs/
[8] https://www.unddr.org/the-iddrs/

to take into account ecological and technological factors, as well linkages to markets and supply chains to improve prospects for long-term economic recovery. In addition, the current and likely future effects of climate change on water resources - underground as well as surface level and contributing rainfall patterns - should be considered when determining any interventions that may affect future water access and availability.

**Situation Analysis**

The UN's global experience shows that the first 24 months after a peace agreement are critical because people in conflict-impacted areas expect to quickly see a ¨peace dividend¨, that brings back a sense of normalcy into their lives. In Ethiopia, however, more than a year has already passed into this period with no large-scale recovery and reconstruction yet underway. Delivering a peace dividend is a core part of peacebuilding, and this dividend has to be tangible and connected to political milestones, including disarmament, demobilization and reintegration (DDR).

UNDP has been requested by the GoE to be the lead UN Agency in supporting the design, planning and implementation of the National Demobilization and Reintegration Programme (NDRP) besides providing capacity development support to the National Rehabilitation Commission (NRC), which was established in December 2022, so that it can effectively and efficiently execute the NDRP.

The GoE mandated the newly established NRC to design and implement the NDRP. Ensuring the functioning of the NRC in such a short time requires advisory, technical and logistics support from partners. Since February 2023, UNDP has supported the NRC by providing advisory, technical and logistical support including: supporting consultative fora at the national and regional levels; developing the National Demobilization and Reintegration Framework and the NDRP project document; developing organizational structures for the NRC; developing and customizing the demobilization and reintegration information management system for case management of ex-combatants; funding of NRC staff; and producing policy documents as of March 2024.

The NRC conducted a needs assessment along with the Ministry of Defence (MoD) and the regional governments, and agreed on the number of beneficiaries of the countrywide demobilization and reintegration programme at approximately 371,971 ex-combatants which includes adult men and women, boys and girls, and ex-combatants with disabilities from the following eight regions: Afar, Amhara, Benishangul Gumuz, Gambela, Oromiya, Southern Nations, Nationalities and Peoples' Region (SNNPR), South West Ethiopia (SWE) and Tigray.

Given the compound crisis in the country, the Tigray conflict, droughts and following displacements, the environments surrounding persons with disabilities simply have worsened with damaged infrastructure and public service, disrupted health service, interruption of provision of social safety net and lost livelihood opportunities[9]. Roughly 10% of the combatants are estimated to be persons with disabilities.

The Ministry of Defence (MoD) is responsible for the management of temporary centres/camps/cantonment sites/barracks where the ex-combatants are based since the CoHA was signed. The MoD, in coordination with regional governments´ authorities and the NRC, is responsible for the screening and verification of ex-combatants based on the eligibility criteria established in the NDRP document. The Verification Committee will comprise members from the MoD, regional governments, regional groups military commanders, and elders from local communities.

As part of the demobilization process, the NRC has the task of carrying out the following tasks: registration; documentation and issuing of identity cards; orientation; awareness-raising/sensitization; medical screening; and discharge process. The second stage of the demobilization process will encompass a reinsertion support of ETB 90,400 per XC. This latter will be the responsibility of the NRC and will include counselling and referral towards long-term reintegration support for sustainable livelihoods.

If the assistance detailed in this project is not dealt with as a priority, demobilization and reintegration of ex-combatants will be delayed, posing a risk to the overall peace and stability of the programme target regions. Furthermore, lessons learned from past DDR processes in other countries indicate that if ex-combatants are left without livelihoods and support networks in the aftermath of conflict, that may pose a security risk.

If a DDR programme is not implemented fully, properly, and on time, it may have negative consequences on the community, including:

- Poorly integrated ex-combatants due to lack of support systems may create chaos and threaten the security situation of the region which in turn affects the stability and survival of local communities. For women ex-combatants, the absence of tailored reintegration programmes often leads to increased vulnerability, including exploitation and gender-based violence.

[9] "Recommendations for Disability Inclusive NDPR in the Tigray region", by Keiko Tamura, UNDP Ethiopia.

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- Unemployed, physically disabled and/or psychologically distressed ex-combatants may become a burden to their families and local communities, leading to additional caregiving responsibilities often falling on women, exacerbating their economic and emotional stress.
- Ex-combatants may engage in unethical and illegal practices such as the drug use, gambling, and robbery due to hopelessness as a result of the delay of the reintegration programme. This behaviour is likely to worsen over time and could potentially escalate violence in the future. Women ex-combatants may be further marginalized, being forced to engage in commercial sex work.
- The cycle of violence and instability caused by poorly integrated ex-combatants can foster resentment in future generations, leading to a lack of national pride and a diminished sense of patriotism. As the next generation grows up in an environment marked by conflict and insecurity, their disillusionment with the state can deepen, eroding their connection to their country and weakening the social fabric needed for long-term peace and stability. This environment may further entrench gender norms that glorify violence and undermine efforts to build more inclusive societies Illegal migration is expected to increase as it is rampant among ex-combatants, including women, who may face heightened risks during migration, such as trafficking and exploitation.
- There may be a risk of resentment and stigmatization during the reintegration of ex- combatants into their communities (depending on the region) which can be particularly severe for women due to their gender.
- Unaddressed psychological needs lead to long term mental health challenges for ex-combatants who have experienced trauma, hindering their integration into society, including availing of employment opportunities and living full lives. These challenges may be more pronounced for women ex-combatants, who often face additional barriers such as gender-based stigma and a lack of gender-sensitive mental health services
- As the DDR process takes longer than expected, ex-combatants may become skeptical and start to distrust the agreement, fearing it might involve deception. This growing sense of hopelessness can lead them to feel like a burden to the community. This is often compounded by the perception that DDR programmes are not gender sensitive or fail to reassure women beneficiaries of the same.

## II. STRATEGY

### Objective of the Intervention

The DDR programme in Ethiopia aims to contribute to sustainable peace and political stability through the full reintegration of ex-combatants. The process also aims to be participatory starting from the design, implementation, monitoring, and evaluation, and closure. Participants expect the DDR programme to create everlasting peace, fully reintegrate ex-combatants, and create a participatory and inclusive political system and political stability.[10]

Supporting the ex-combatants to smoothly reintegrate into civil society and to lead their civil livelihoods (socio-economic activities and restoring their social capital) means supporting the broader socio-economic development of the country. Therefore, it is expected that the DDR programme will support the socio-economic development of the region and the nation through the rehabilitation and reintegration of ex-combatants.

Effective reintegration of ex-combatants into society can give a major boost to a peace settlement and can make it less likely that there will be a return to war. Effective reintegration means providing alternative economic lifestyles for ex-combatants and helping communities become economically productive, key criteria for peace.[11]

Rehabilitation activities should be carried out immediately following the disarming and demobilization processes.

The proposed intervention aims to support the implementation of the CoHA and ensure that XCs receive a peace dividend.

The scale of the DDR programme in Ethiopia will be it one of the largest globally. The intervention will be primarily in Tigray, but it will simultaneously also cover Afar, Amhara and other regions as mentioned above, with the estimated number of beneficiaries being approximately 371,971 ex-combatants. This is considerably larger than any recent DDR process elsewhere.

The DDR approach in the Ethiopian context demands meticulous attention for several reasons. Firstly, it will pose a formidable organizational, logistical, and financing challenge, requiring speed and scale of action that will, in many

[10] "Focus Group Discussions on Perception, Expectations, and Specific Needs – Peace Agreement and DDR Programme in Tigray Region, Ethiopia", submitted to the National Rehabilitation Commission (NRC Ethiopia), January 2024.
[11] Baseline Assessment to Explore Economic and Employment Opportunities with Respect to Ex-Combatants in the Tigray Region of Ethiopia, National Rehabilitation Commission, December 2023.

respects, be unprecedented given the number of XCs. Secondly, while DDR will play a crucial role in building trust in the viability of the peace agreement, not least among those directly affected such as ex-combatants and IDPs, it will also require coordinated efforts to address the well-being of communities. This calls for significant investments in reconciliation, social cohesion, rehabilitation of community infrastructure and the restoration of local services. Moreover, besides the provision of targeted support to combatants and non-combatants, experience from other countries has shown that additional support will be required for survivors of sexual violence, trauma and those who are disabled. Thirdly, the success or failure of the DDR programme in northern Ethiopia will have major implications for progress towards resolving insecurity and conflict in other parts of the country. It will also have an impact beyond Ethiopia's borders.

A key aspect of the demobilization process involves sending ex-combatants, including women, back to their communities, dismantling their military command structure. This reintegration must consider gender-specific challenges, ensuring that both men and women receive equitable support. Women ex-combatants often face additional stigmatization and may require specialized reintegration programmes to address issues such as gender-based violence and economic marginalization.

This effort as part of demobilization has significant financial requirements, estimated in this case at approximately USD 372 million.

Reintegration is the process by which ex-combatants acquire civilian status and gain sustainable employment and income. Gender-responsive approaches are crucial, as women ex-combatants and other affected women, often face additional challenges, such as stigma and economic marginalization, which must be addressed for successful reintegration. Reintegration is essentially a social and economic process with an open time-frame, primarily taking place in communities at the local level. It is part of the general development of a country and a national responsibility, and often necessitates long-term external assistance.[12]

Reintegration is a key component of DDR that enables XCs to earn a livelihood. Since it is often difficult to raise the necessary funds, NRC and UNDP-Ethiopia has mapped out all existing projects from international development partners and UN agencies so as to optimize existing resources. This approach will ensure support for XCs within the current financial framework. The Government funds will to a large extent be used towards renovation of demobilisation sites, providing lodging, food and other relates services to XCs during demobilisation. XCs will be staying in demobilisation sites for seven days.

Community-based approaches to reintegration support, in particular, are well positioned to operationalize the sustaining peace approach. They address the needs of former combatants, persons formerly associated with armed forces and groups, and receiving communities, while necessitating the multidimensional/sectoral expertise of several UN and regional actors across the humanitarian-peace-development nexus.[13] The DDR programme aims to have the following results:

- Contribute to reducing the overall level of armed conflicts and violence, leading to improved security and stability for the affected populations.
- Contribute to ensuring lasting peace and security of the people of the region and the country at large.
- Ex-combatants, both men and women, including those who have been physically disabled in the conflict and/or carry mental trauma fully reintegrated into civilian life, supported, empowered, and with secured jobs, contributing to the reconstruction efforts within their communities.
- Contribute to enhancing gender equality by addressing the distinct needs of women and girls in the reintegration process, ensuring their inclusion and empowerment within post-conflict communities.

To date, the Government of Ethiopia has committed 15% of the overall funding for the programme from the national budget, which will cover the cost of the demobilization in the camps, renovations, mattresses, bedsheets, household items and food. UNDP has mobilized USD 77.4 million from donors towards demobilization, though this is still insufficient given estimated programme needs.

As the global order transitions across various sectors - economy, finance, and politics - it is imperative that the one of the world's largest DDR initiative reflects these changes. Therefore, decision-making processes for peace negotiations must be more inclusive of countries with increasing influence, including the BRICS, the Middle East, and Africa, amongst others. In this vein, UNDP has started work on advocacy and resource mobilization and is engaged in discussions with many countries.

[12] Secretary-General, note to the General Assembly, A/C.5/59/31, May 2005.
[13] https://www.unddr.org/the-iddrs/

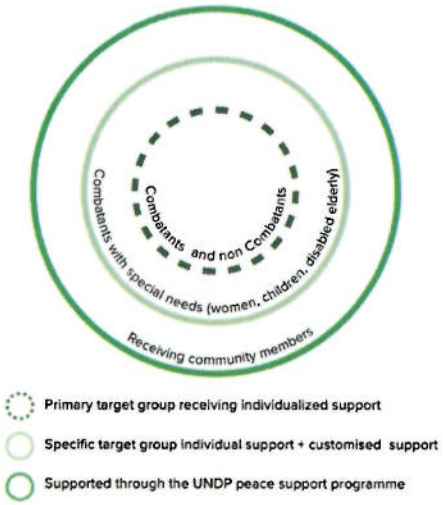
## 1) Strategic Goal

The overarching goal of the UN approach to DDR is to increase security and stability in postconflict situations so that recovery and development can begin.[14]

## 2) Objectives of NDRP

- **Disarmament:** Disarm combatants and remove weapons from circulation. This process must ensure that women combatants and those associated with armed groups are equally recognized and involved in disarmament activities. This includes collecting and securing small arms, light weapons, and ammunition. Disarmament is a responsibility of the Ministry of Defence and gender-sensitive training should be provided to ensure equitable treatment during the process.
- **Demobilization:** Demobilize combatants by ending their active participation in armed conflict or violence. This involves military or armed group members exiting from their respective organizations and being reintegrated into civilian life. Gender-specific needs must be addressed, such as providing appropriate facilities and services for women, including those who may have experienced gender-based violence. The demobilization process should also involve awareness-raising on gender equality to promote respectful and inclusive civilian interactions.
- **Reintegration:** Reintegrate former combatants, persons formerly associated with armed groups and their dependents (women and children) into society. This process aims to facilitate their transition to civilian life and support their social, economic, and psychological well-being. Reintegration must include gender-responsive measures, such as targeted vocational training, education, and employment opportunities for both men and women, alongside psychological support to address trauma, including gender-based violence. Reintegration of ex-combatants is a long-term process that takes place at individual, family and community levels and has social, psychosocial, economic, political and security dimensions with a strong emphasis on gender equality and the empowerment of women in post-conflict settings.

  To define the DDR target group, the following approach will be used:










[14] *Operational Guide to the Integrated Disarmament, Demobilization and Reintegration Standards* (IDDRS), UN, 2014.

## Eligibility Criteria of the NDRP

Within the framework of the NDRP, the MoD, the NRC, the Regional Government and the Regional Military Commanders, have participated in the negotiations for determining the eligibility of combatants for each region, and have agreed on a final number of 371,971 ex-combatants. As per the IDDRS, special considerations will be given to supporting the reintegration of ex-combatants with disabilities, children formerly associated with armed forces and groups, and other vulnerable dependents. The followings are the detailed eligibility criteria:

**1. Identification/Verification as combatants** - Combatants eligible to join a DDR programme are typically identified based on their involvement in the armed conflict, including members of armed groups, militias, rebel forces, and other factions. In Ethiopia, a Verification Committee has been established comprising representatives from the Ministry of Defence, the NRC, the interim Regional Authority (Tigray), Tigray Defence Forces officials, and community leaders/civil society. Their task is to verify the individual's participation in the conflict and active membership in the Tigray Defence Forces through proper identification processes, which may include documentation, interviews, or other verification procedures.

2. **Voluntary participation** - Combatants voluntarily join the DDR program, a mandatory requirement according to the IDDRS.

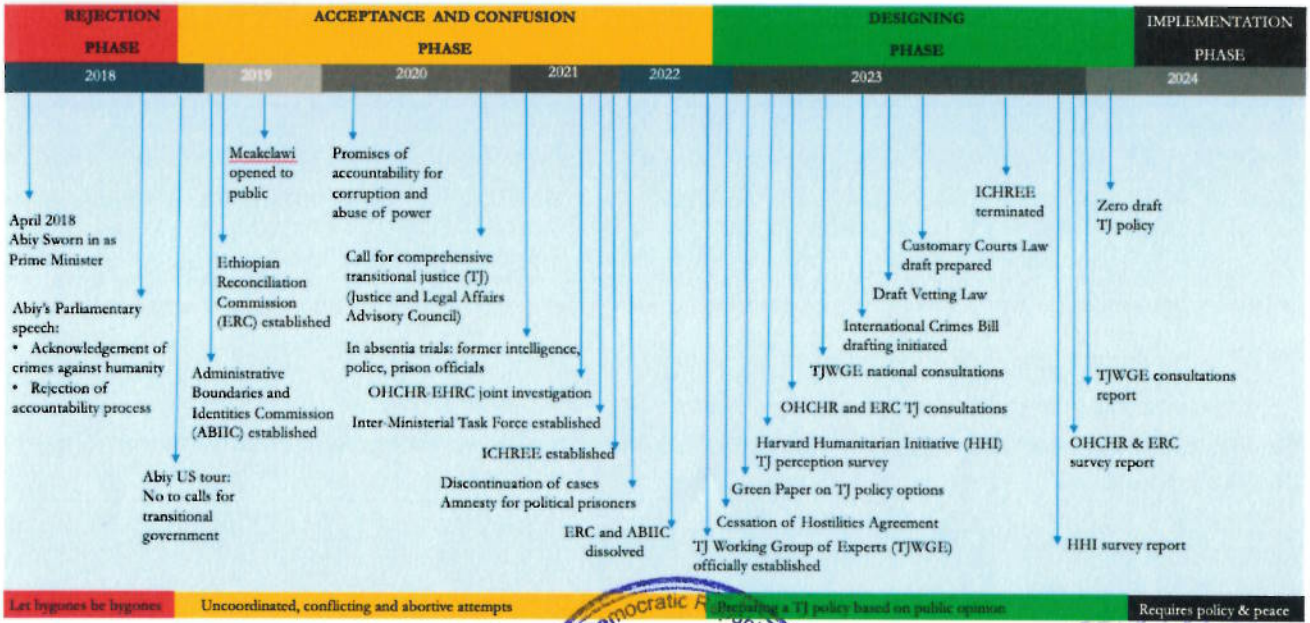
**3. Surrender of weapons** - Combatants must hand over weapons before demobilization. If weapons have been surrendered to the Tigrayan Defence Forces, this is verified by the Verification Committee.

**4. Commitment to peace** - Combatants joining a DDR programme need to demonstrate their commitment to peace and non-violence. This could involve signing agreements during the verification process, making public commitments, or engaging in peacebuilding activities.

## Transitional Justice and DDR

Participating in the DDR programme does not provide amnesty from any violations of the law or human right violations during the conflict. The Government of Ethiopia created a working group to develop the transitional justice policy. The working group followed a structured approach to transitional justice based on 80 consultations with the public, local and international experts, political parties, civil society organizations and other stakeholders. From these consultations, a 'zero draft' policy was developed. All human right violations will be under the mandate of the Ministry of Justice as per the transitional justice policy.

**Evolution of Ethiopia's transitional justice process since 2018**




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### Duration of Demobilization, Reinsertion and Reintegration

- **Demobilization** - The NRC has planned for XCs to stay for up to six days at demobilization locations. However, some XCs have been in camps/locations awaiting support for more than two years already. UNDP, in coordination with the NRC, is working to resolve this unsustainable situation, exploring ways to return XCs to their communities and provide support subsequently.
- **Reinsertion** - The NDRP will provide standard support of one single instalment ETB 90,400 per XC. There will be additional support for XCs with medical conditions and/or disabilities on a case-by-case basis. In addition, the NRC will provide, during demobilization, a small transportation allowance and some household items. This will be supported with government funds.
- **Reintegration** - This support is in kind (not financial) and includes education, vocational training, support to start-up a micro-business, agriculture/animal husbandry support, start-up tools or fees for licenses, amongst others. The amount budgeted for reintegration support is was costed at USD 1,000 per XC. However, due to unlikely materialization of funds the NRC, UNDP and development partners have agreed to identify ongoing projects in the country that have a livelihood component and XCs will be referred to these projects for reintegration support. The NRC will have overall coordination responsibility and the regional administration will be the key responsible agency to ensure reintegration support.

## III. Results and Partnerships

The MoD is responsible for the first stage of demobilization. It includes processing individual combatants in temporary centres/barracks or ensuring registration through mobile units directly at the community/places of residence of former combatants. The NRC has the following tasks: carrying out screening and registration; documentation and issuing an identity card; orientation; and awareness-raising/sensitization; medical screening; discharge process.

The second stage of demobilization encompasses the support package provided to the demobilized, referred to as reinsertion. This is the responsibility of the NDRP and will include counselling and referral for long-term reintegration support.

Reinsertion assistance is not intended as a substitute for reintegration support; it is designed to provide ex-combatants with transitional assistance to meet their immediate needs for up to one year. The NDRP reinsertion assistance has a cash component which the UNDP through the Commercial Bank of Ethiopia will be disbursing through bank transfer into the XC bank account in one single instalment of ETB 90,400. NRC will explore other assistance like in-kind support, cash for work programmes, short vocational training, and/or income-generating activities.

Reintegration support to individuals will be provided based on assessed needs, with priority given to specific needs groups found to be particularly vulnerable.

In Tigray region, the nationally implemented NDRP prioritizes the specific needs of vulnerable groups, including ex-combatants with disabilities, young ex-combatants at risk of re-recruitment, and women combatants. The programme adopts a tailored approach to address these vulnerabilities, ensuring targeted support to promote sustainable reintegration. For children, UNICEF plays a critical role by providing comprehensive support, including family tracing and reunification, demobilization, and strengthening the child's existing care system. This support extends to medical screening and healthcare, access to schooling or vocational training, psychosocial assistance, and fostering social and community-based reintegration.

As a nationally implemented NDRP, implementing partners (IPs) *if required* will be hired locally by government counterparts, in coordination with the National Rehabilitation Commission (NRC). In partnership with the NRC, UNDP will issue a Request for Proposal (RFP) for service providers, with the selection of IPs conducted on a competitive basis. UNDP will manage the advertisement process, and the final selection of IPs will be carried out jointly with the Government, ensuring transparency and alignment with national priorities. This integrated approach combines targeted support with a collaborative implementation strategy to enhance the program's effectiveness and impact. To optimize the Support Package for reinsertion and maximize its impact in creating durable, climate-smart, and locally sourced solutions, the Tigray Interim Administration and the NRC are committed to exploring cooperative models that bring ex-combatants together based on shared interests, needs, and market assessments. Leveraging regional structures like the Regional Cooperative Agency, which has over 1.5 million members and operates from the regional to the kushet level, can significantly enhance reintegration efforts. Additionally, microfinance institutions such as Dedebit Microfinance, with 30 years of experience, 210 branches across all 92 woredas, and a track record of providing 33 billion Birr in loans to 2.8 million individuals, can play a critical role in stimulating the local economy and supporting economic reintegration. By utilizing these established institutions, the reintegration programme can

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achieve greater impact and sustainability, fostering durable outcomes for ex-combatants. Cooperatives indeed have the potential to play a transformative role in revitalizing the local economy in Tigray after the war. The region's history and culture of collective work, such as the traditional "Debo" or "Wenfel" practices, provide a strong foundation for cooperative endeavors. By leveraging this cultural framework, cooperatives can address immediate recovery needs while fostering long-term economic resilience.

Cooperatives in Tigray can drive post-war economic revitalization by restoring agricultural productivity, creating livelihoods, and providing financial services through savings and credit groups. They can support the reintegration of youth and ex-combatants, rebuild infrastructure, and foster social cohesion. Additionally, cooperatives can promote environmental sustainability through reforestation and renewable energy initiatives, leveraging Tigray's strong culture of collective action to rebuild a resilient and inclusive local economy. By harnessing the existing cooperative culture and addressing these focus areas, Tigray's communities can not only rebuild but also develop a more resilient and inclusive local economy.

Agriculture presents a significant opportunity for the reintegration of ex-combatants, as a major portion of them were engaged in this sector prior to the outbreak of the war. The Tigray Interim Administration, through the Agriculture Bureau, has already provided 180 tractors that could be utilized by cooperatives formed by ex-combatants, highlighting the sector's potential.

Beyond agriculture, it is essential to explore avenues for new business creation, including both urban and rural business schemes that are climate-smart and locally sourced. Efforts should also focus on forging bilateral partnerships with foreign institutions active in similar fields. The Endowment Fund for the Rehabilitation of Tigray (EFFORT), a conglomerate of businesses and factories established to revitalize the Tigrayan economy after past crises, could play a pivotal role in supporting reintegration initiatives. Additionally, private security companies offer another avenue for absorbing ex-combatants, leveraging their skills while facilitating their economic reintegration into society.

By addressing the current liquidity shortage in Tigray and utilizing Tigray's well-established institutions, the reintegration program could maximize its impact and sustainability, promoting lasting results. These institutions are particularly well placed to channel financial resources to underserved populations, enabling households to rebuild their livelihoods, support small businesses and encourage local economic activity. Their community-based approach strengthens social ties, fosters collective resilience and ensures that the benefits of financial inclusion reach those most affected by conflict, laying the foundations for long-term stability and prosperity in the region.

Without sustainable and comprehensive reintegration, former combatants may become further marginalized and vulnerable to re-recruitment into armed groups or engagement in criminal activities. Reintegration support addresses these socio-economic challenges and builds resilience against re-recruitment and a return to violence, which is necessary to enhance security and achieve lasting peace. The reintegration benefit per ex-combatant is USD 1000 (this amount is not factored in the project document). UNDP is currently mapping out all livelihoods projects running in the country by the World Bank, USAID, EU and UN agencies, so that XCs can be referred to ongoing projects. This will reduce reintegration costs. Also, some of the XCs (around 60,000 to 70,000 in Tigray, for example, will be able to go back to their regular jobs (teachers, doctors, private sector, and Government employment).

In any case, UNDP if for now focusing on mobilising demobilization funding. In this project, the majority of resources will be directed go towards reinsertion benefits so that XCs can get demobilised as soon as possible.

The types of support provided in the NDRP (including Demobilization and Reintegration) are:

(a) Reinsertion Support

- A cash grant through bank transfer to support resettlement of XC and his/her family back into the community/or place of origin.

(b) Economic reintegration for both men and women:

- Integration into public institutions and civilian organizations;
- Entry to the National Voluntary Youth Service Programme;
- Vocational training;
- Micro and small business training and start-up support;
- Enrolment into education institutions to boost employment;
- Guidance towards private sector employment.

(c) Social support:

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- Dialogue and reconciliation activities at local community level;
- Establishment of social support networks - women groups, youth associations, etc.

(d) Psychosocial reintegration

- Psychosocial and mental health services for those having needs of post-traumatic stress, anxiety and/or depression;
- Counselling services for all trauma-affected members of the community, including children, adults, youth, victims and civilians.

(e) Medical and physical health issues:

- Support for persons with disabilities;
- SRHR;
- Sexual violence recovery services/one stop centres for survivors of GBV.

Only when XCs are demobilised, will there be an accurate picture of sexual and gender-based violence (SGBV)/ mental health and psychosocial support (MHPSS) and disability-related needs. Support towards these disabled XCs will be sought through other ongoing initiatives and the GoE is already in discussions to find support for 30,000 XCs. Considering that NDRP participants with disabilities are the priority beneficiary group, it is particularly critical to ensure that the NDRP is meeting their needs. In addition, given the little evidence provided previously on disability inclusion in DDR processes globally, the NDRP has a unique opportunity to set a model on how to demonstrate the successful reintegration of NDRP participants with disabilities, which can improve the design of future DDR processes.[15]

Besides providing individual support to XCs, the Community-Based Reintegration (CBR) programmes will focus on the communities themselves through the lens of peace support, targeting selected zones of Northern Ethiopia. The primary goal is to support systems, processes and mechanisms that promote peace, social cohesion, justice, reconciliation, and human rights. Furthermore, CBR programmes will aim to facilitate the resumption of basic social services, revive local economies, and deal with explosive remnants of war (ERW). For enhancing population and community resilience against climate change impacts and conflicts, the project focuses on rebuilding community assets to enhance population access to service and economic opportunities. In this regard, the NDRP will abide by the following guiding principles:

- **Nationally and locally owned DDR programme.** National and local leaders will play central roles, owning the relevant activities and results. The primary responsibility of the NDRP rests with the GoE who has mandated the National Rehabilitation Commission (NRC) to design and implement the programme. The NRC will interface with relevant ministries and local institutions for implementation. UNDP and other international and national organizations will play a technical and supporting role as required by the NRC. In Ethiopia, at the *kebele* (neighbourhood or ward) level, various committees are commonly established and government-funded to support local governance and community development. These include: the Kebele Administration Committee, overseeing overall administration; the Women's Affairs Committee, dedicated to women's empowerment and gender equality; and the Youth Committee, focused on youth-related issues, like empowerment and education. UNDP is currently in discussions with the NRC to follow the approach of leveraging on the presence of regional authorities to establish a framework for these committees to monitor XCs, making a positive contribution towards peace. It is noteworthy that while at least the first committee exists in all kebeles, many others are also active.
- **Voluntary** - In line with the IDDRS, participation in the NDRP is a voluntary process for the XCs.
- **People-centred** - Includes unconditional release and protection of children.
- **Gender-responsive and inclusive** - NDRP shall assess and respond to the specific needs of its female and male XCs, who might be children, youth, adults, elders, persons with chronic illnesses and/or persons with disabilities.

[15] "The National Rehabilitation Commission Federal Democratic Republic of Ethiopia", National Demobilisation and Reintegration Programme; Inclusive Monitoring, Evaluation, Accountability and Learning Framework, by Keiko Tamura, UNDP Disability Inclusion Consultant, July 2024.

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Reintegration support will be tailor-made according to the specific needs of XCs according to their sex, age, class, religion, gender identity, and physical, intellectual, psychosocial, and social capacities. Women and XCs with disabilities will be provided with holistic support as per their specific needs.

- **Conflict-sensitive and risk-informed approach based on the Do No Harm principle** - NRC will follow a conflict-sensitive and risk-informed approach when planning reintegration activities, minimizing any potential negative impact, while maximizing the positive effects of reintegration interventions at the local level.
- **Flexible, accountable, and transparent** - Public information and communications strategies and policies shall be drawn up and implemented as early as possible. Reintegration support shall be context-specific and designed to allow flexibility to accommodate specific circumstances, based on the principles of accountability and transparency.
- **Integrated** - The NDRP is closely linked to comprehensive recovery, peacebuilding and GoE transformational processes. NRC shall forge partnerships and work collaboratively with line ministries, other programmes and stakeholders, to achieve policy coherence and programme integration.
- **Planning, assessment, design, monitoring and evaluation** - NRC shall conduct joint planning with national GoE institutions and will closely collaborate with national and international organizations running humanitarian and development programmes. NRC has already conducted baseline surveys and multiple assessments through partners to provide inputs into the programme design and subsequently to support the monitoring and evaluation of programme impact. The necessary surveys and assessments are listed below:

  a) Baseline survey for socio-economic conditions.

  b) Perception survey of stakeholders, including:

     - Ex-combatants
     - Military, political and community leadership
     - Communities
     - Regional governments
     - Women

     The study carried out by Centre of Excellence International Consult (CEIC) Plc in January 2023[16] aims to understand stakeholders' perceptions, expectations, and specific needs related to the peace agreement and the DDR programme. Stakeholders consulted included ex-combatants, women, children associated with armed forces and groups, ex-combatants with disabilities and community leaders.

  c) Preliminary market survey to assess individual benefits and labour opportunities.

### Assessments

Design and implementation are based on certain ongoing assessments carried out in regions where the number of XCs are significant. These comprise:

- Assessments to gather disaggregated data for 371,971 XCs by sex, age, employment background and if the person has a disability/ies. For example, *Frontieri* was commissioned to conduct a comprehensive baseline review of Tigray's current economic situation, and to identify potential economic sectors that can be developed to create employment opportunities for ex-combatants[17]. To initiate proactive responses and reinforce the labour demand in the region, the study identified the following labour-intensive sectors with the potential to create employment opportunities for ex-combatants:
  - Agriculture/livestock: The agricultural sector is a labour-intensive activity especially suitable for ex-combatants.
  - Cooperative ventures: Cooperative-based ventures, like small artifacts production and marketing for tourists, textile weaving, food processing, honey production, and marketing, where ex- combatants can collaborate with other civilian members, can constitute interesting reintegration opportunities. Micro- and small-scale

[16] "Focus Group Discussions on Perception, Expectations, and Specific Needs - Peace Agreement and DDR Programmein Tigray Region, Ethiopia", submitted to the National Rehabilitation Commission (NRC Ethiopia), January 2024.
[17] Baseline Assessment to Explore Economic and Employment Opportunities with Respect to Ex-Combatants in the Tigray Region of Ethiopia, National Rehabilitation Commission, December 2023.

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enterprises: micro-and small-scale enterprises provide an opportunity for income generation to those who cannot find wage employment and those with entrepreneurial aspirations to run their own business.

- Tapping into entrepreneurial opportunities for both aspiring women and men entrepreneurs.
- Construction: Post-conflict reconstruction efforts require huge labour mobilization, posing an important reintegration opportunity for ex-combatants.
- Technical and vocational training: Ex-combatants have different skills and educational levels. They can join the labour force easily with refresher trainings. The most frequent skill trainings preferred by the youth ex-combatants are hotel and hospitality (preferred by women), carpentry, building, barber, laundry service, urban agriculture, teashop, electricity, maintenance (mobile, refrigerator, oven, TV, and other home appliances), carpentry, and driving three-legged transport vehicles ('bajaj'). Most women have shown inclination towards the hospitality sector, including baking and selling bread, food processing, small food, tea and beverage houses, beauty parlours, and cosmetics shops.
- Formal education: Ex-combatants from high schools, universities, and other higher learning institutions can be encouraged to return to complete their education level so that they can get sustainable wage employment.
- Tourism: Tourism-related works are viable options in the region. Since lots of work areas like transportation services, hotel and hospitality, souvenir shops, tours, and guides can be accommodated in this sector, it has the power to create different employment opportunities for both men and women.
- Mining: Mining operations within the region are expected to be an important economic catalyst. The artisan and small-scale miners used to produce clay, crushed stone, diatomite, gemstones, opal, gold, gypsum, sand, and tantalum. Only physically able people can engage in this sector.
- Other service sectors: business areas like gardening, wholesale and retail trade, cement distribution, opening coffee houses, guarding and sanitary works for institutions, and parking services are indicated as potential employment opportunities.
- Wage employment: Promoting public and private sector employment procedures to fit the context in the aftermath of war could help the effort to create wider employment opportunities in the region. Moreover, better economic and employment opportunities can be ensured through the reconstruction of infrastructures and factories that could absorb ex-combatants as employees.

- The population in the Tigray region is suffering from psychological impacts of the conflict, such as flashbacks, anger, and fear due to their experiences in the conflict or their disabilities. There is a lack of MHPSS activities in the Tigray region. And the conflict has added new explosive ordnance contamination that poses an immediate threat to life and livelihoods. The Tigray has 35 explosive remnants of war contaminated districts; however, the extent and type of contamination are yet to be fully established. Since January 2023, 1,500 (1,014 male and 486 female) victims of Explosive Ordnance have been reported in Northern Ethiopia, although not all cases have been verified. It is believed that many other accidents go unreported. Initial analysis shows that children make up more than 25% of all casualties known.
- The Board of the National Demobilization and Reintegration Programme (NDRP) has agreed that the Reintegration component will be managed by the Regional Administration. Towards end of 2024, a first wave of 75,000 ex-combatants is set to be demobilized in Tigray Region as part of this critical process. Preparations are well underway, with equipment for the demobilization camps at Meles Campus in Mekelle and Edaga Hamus in Adigrat already transported to these locations. Additionally, the demobilization camps in Adwa are nearing completion and are expected to be operational very soon, signaling significant progress in this essential initiative. Furthermore, plans are in place to establish two additional demobilization camps, with suggestions indicating that one should be located in Western Tigray and the other in Southern Tigray, to ensure comprehensive geographic coverage.
- Profiling of participants reintegration preferences to mapped reintegration opportunities. As a part of UNDP's support to the NRC's planning efforts, a mapping of opportunities and services for reintegration support was undertaken during March 2024[18]. In November 2024, a second mapping mission travelled to the Tigray region, with the aim of triangulating the data from the first mapping and evaluating the data at national, regional, zonal and Woreda levels, to find out which projects are really having an impact right down to Tabia and Kushets (village) level. A range of projects and initiatives was identified in this mapping. A conservative estimate of the total USD dollar value of the ongoing projects and initiatives with the potential to contribute to the NDRP in the

[18] NDRP Reintegration Mapping Report, April 2024.

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next 12-18 months as found to be of approximately USD 192.355.942 USD. It must be noted that the mapping is ongoing.

Summary value of potential relevant projects and initiatives[19]:

| Agencies | Approximate value of relevant projects in Tigray (USD) |
|---|---|
| UN Agencies | 2.193.542 |
| World Bank | 150.000.000 |
| Other development Partners | 40.162.400 |
| Total | 192.355.942 |

(Initial data collected in March 2024)

The second mapping exercise ongoing identified that only three main donors currently have ongoing projects with the potential to absorb ex-combatants. These are the World Bank, JICA, and the potentially USAID. However, mapping is yet to engage with other development agencies of partners. The mapping focused on identifying programmes and projects offering economic opportunities for ex-combatants, including job creation, cooperatives, vocational training, and capacity-building initiatives, as well as community-based reintegration programmes to facilitate their return to communities. It should be noted that a certain number of projects and initiatives fall within the scope of humanitarian activities and UN country teams and could not be considered as making a lasting contribution to reintegration efforts. Recently, a total of 1,200 sub-projects, amounting to $32.5 million, were submitted to the World Bank as part of 3RF this September and are expected to begin implementation by next year.

Agriculture presents a significant opportunity for the reintegration of ex-combatants, as a major portion of them were engaged in this sector prior to the outbreak of the war. The Tigray Interim Administration, through the Agriculture Bureau, has already provided 180 tractors that could be utilized by cooperatives formed by ex-combatants, highlighting the sector's potential. Beyond agriculture, it is essential to explore avenues for new business creation, including both urban and rural business schemes that are climate-smart and locally sourced. Efforts should also focus on forging bilateral partnerships with foreign institutions active in similar fields. The Endowment Fund for the Rehabilitation of Tigray (EFFORT), a conglomerate of businesses and factories established to revitalize the Tigrayan economy after past crises, could play a pivotal role in supporting reintegration initiatives. Additionally, private security companies offer another avenue for absorbing ex-combatants, leveraging their skills while facilitating their economic reintegration into society.

A factor to take into account is the heterogeneity of potential IPs which will entail heavy technical coordination in order to meet reintegration needs. Given the potential complexities and challenges involved in aligning existing projects and initiatives which could contribute towanktards reintegration support, a complimentary approach may involve working with partners to ensure that projects and initiatives in the pipeline include specific provisions so that they can provide reintegration support.

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Regarding CBR, the study aimed to assess the capacities and needs of the community, including if communities have an adequate capacity to absorb ex-combatants and what type of additional support is required. If ex-combatants are disadvantaged to the community by a large gap, then a stronger emphasis on individual support to ex-combatants may be appropriate in order to help close the distance. Conversely, if the gap is small then a stronger emphasis on blanket community support may be appropriate from the outset.[20]

- Establishment of a baseline for evaluating the impact of the Disarmament, Demobilization and Reintegration (DDR) programme on ex-combatants supported with reintegration socio-economic support.
- Identification of economic reintegration opportunities for ICEs in the regions linked to localized labor market assessments.

[19] NDRP Reintegration Mapping Report, April 2024.
[20] NDRP Reintegration Mapping Report, April 2024.

Community perceptions surveys and focus group discussions (FGDs) to ensure families and communities are engaged appropriately in the reintegration process in the different regions of Ethiopia. The purpose of these surveys and FGDs is to understand their perceptions, expectations, and specific needs and opportunities for a successful implementation of the DDR programme.Despite challenges in mobilizing additional funding, Tigray retains functional and well-established administrative structures capable of successfully managing the reintegration process if provided with the necessary resources and clear guidance. It is commonly agreed that the Transitional Support Package for reinsertion should be utilized effectively to maximize its impact. When combined with ongoing reintegration programmes at the Woreda, Tabia, and Kushet levels, the reintegration programme has strong potential for success, ensuring durable and sustainable outcomes for ex-combatants.

It would be valuable to explore avenues for cooperatives to bring ex-combatants together based on shared interests, needs, and market assessments. Leveraging existing regional structures such as the Regional Cooperative Agency—an established institution with over 1.5 million members and a presence from the regional to the kushet level—could significantly enhance reintegration efforts. Additionally, microfinance institutions like Dedebit Microfinance, which has been operational for 30 years with 212 branches across all 92 woredas, offer inclusive financial services that stimulate the local economy. Dedebit Microfinance has provided loans totaling 33 billion Birr to 2.8 million individuals in Tigray, making it a critical partner in supporting ex-combatants' economic reintegration. By utilizing these established institutions, reintegration programmes could maximize their impact and sustainability, fostering durable reintegration outcomes.

### UNDP Support to the NDRP

UNDP has supported since the beginning of 2023 all programming aspects of the NDRP with regards to: demobilization; reinsertion benefits; MHPSS; addressing SGBV ; rehabilitation support for people with disabilities; capacity building of NRC and implementing partners; communication and outreach; monitoring and evaluation; and provision of DDR advisors and consultants.

As result of resource mobilization and advocacy efforts, funds have been confirmed by Canada, European Union, Italy, Japan, South Korea, Sweden, UK and USAID. Proposals are being developed with with many other countries. India is supporting through in kind – university and vocational scholarships, and provision of prostehitics to 16,000 disabled XCs.

Outside this project document, the Government of Ethiopia has committed ETB 1 billion. The African Union has directly funded the NRC from its Peace Fund an amount of USD 1 million. The Government programme cost is summarized below. It must be noted that UNDP does not support all components.

### Theory of Change

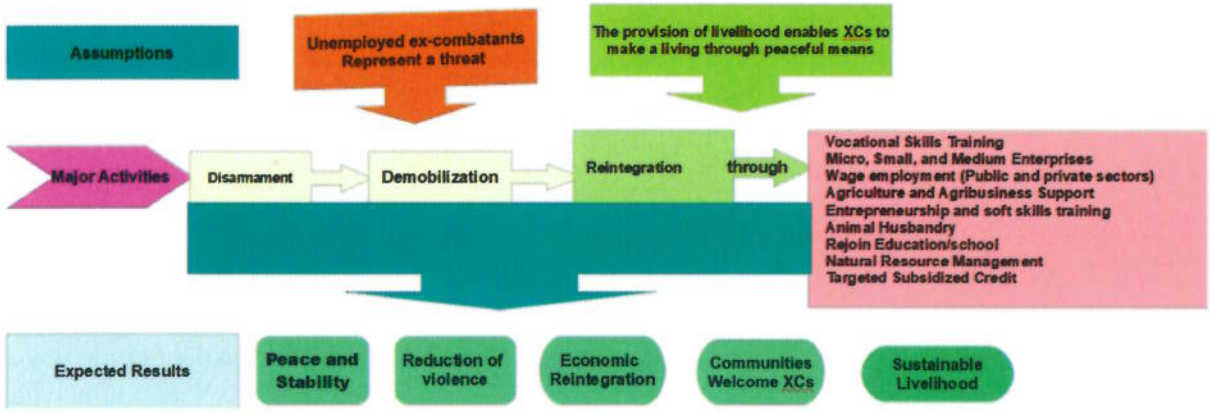
The NDRP is based on the following theory of change, which has been derived from the comparative experiences of ongoing initiatives and best practices from other post-conflict transitions:

| |
|---|
| ***IF*** |
| *- the capacity of the National Rehabilitation Commission is strengthened to implement demobilization and reintegration in Ethiopia;* |
| *- the Information, Counselling and Referral Systems are established for registration and case management;* |
| *- reinsertion benefits are provided to ex-combatants in target locations;* |
| *- regional and local institutions and services are strengthened to support the reintegration of ex-combatants and vulnerable community members;* |
| *- reintegration opportunities are identified within existing development initiatives;* |
| *- the DDR programme is designed to be participatory and inclusive, addressing the diverse needs of ex-combatants, including gender-specific challenges, and providing support for their transition into civilian life through socio-economic opportunities and community reconciliation;* |
| ***THEN*** |

| |
|---|
| *- the demobilization and reintegration programme in Ethiopia will be nationally led;* |
| *- the eligible combatants will be registered and demobilized with appropriate information and counselling;* |
| *- immediate assistance will become available to facilitate the initial steps of their transition from military to civilian life;* |
| *- services will become available to facilitate the start of the reintegration process for ex-combatants and vulnerable members of the community;* |
| *- ex-combatants will successfully integrate into their communities, fostering social cohesion, reducing the risk of renewed conflict, and contributing to lasting peace, gender equality, and socio-economic progress in the region.* |

This Theory of Change describes what is feasible within the first 18-month NDRP timeframe. Longer-term effects, such as sustainable peace and social cohesion will require reconciliation at the national and local levels, increased local capacities for the peaceful settlement of disputes, secure communities, and green and sustainable jobs, amongst others.

The longer-term support to communities will be provided through the UNDP-managed multipartner peace support/stabilisation programme, developed following the signing of the CoHA. The programme is nestled within Ethiopia's wider Resilient Recovery and Reconstruction Framework (3RF), and focuses on action over the next 24 months, that include restoring local governance and the rule of law, reinforcing social cohesion, reviving local economic activity and service delivery, and finding development solutions for those who have been displaced. This intervention is a time-bound, localised, integrated, civilian stabilisation programme delivered at scale and with speed in order to build trust between communities and legitimate authorities, and lay the foundations for recovery, peacebuilding, and development programmes.[21]



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## Partnerships and Implementation Partners

### a) The National Rehabilitation Commission (NRC)

The NRC will advise the GoE on strategy and policy DDR-related matters, establishment and operationalization of demobilizations sites, in collaborations with concerned government institutions. Partners will provide social, economic, and psychological support to XCs and Special Needs Groups (people with disabilities, women and children) so that they can be reintegrated into communities and have a sustainable livelihood. The NRC will be responsible for the coordination among the different stakeholders. It will, thus, develop an organisational structure and staffing levels that are consistent with these functions. The Commission will report on its actions to the National Rehabilitation Council.

[21] https://www.undp.org/ethiopia/peace-support/stabilisation-programme

[22] Baseline Assessment to Explore Economic and Employment Opportunities with Respect to Ex-Combatants in the Tigray Region of Ethiopia, National Rehabilitation Commission, December 2023.

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Implementation will be handled in a coordinated manner by federal and regional line ministries and bureaus, respectively, following the principle of subsidiarity (i.e. actions will take place at the lowest possible level, compatible with capacities and expertise).

In view of the need for substantial technical and financial support from partners, the UN, through UNDP, has been requested by the Government to coordinate such support, including through the establishment of a multi-donor basket fund that will fund the NDRP over its lifetime. The NRC and/or line ministries and regional bureaus will have the option to request UNDP and, through UNDP, other UN agencies and partners, the delivery of technical assistance as well as support implementation, whether on procurement, financial management, human resources management or other related areas.

### b) Development Partners

Development partners will play an important part not only in engagement on policy, annual work plans and mitigation of risks, amongst others, but also through the UNDP project board (see Annex IV below with corresponding ToR). Such partners will undertake field visits to oversee the impact of their funding and programme progress.

## IV. Project Management

### Implementation Plan agreed with NRC for Demobilization

NRC in partnership with the UN and development partners has agreed upon the demobilization of 371,971 XCs during 2024, 2025 and 2026. Reintegration support will be provided through other ongoing livelihood projects in Ethiopia.

In this scenario, the aim is to demobilize through formal and controlled discharge all XCs by the end of 2026, reinserting them back into their places of origin or the areas where they desire to settle down. The Government and NRC has decided to demobilize 75,000 in 2024, 40,000 of which are women, children and XCs with disabilities. The balance will be demobilized in 2025/2026. They will be provided with a reinsertion benefit of a single instalment of USD 800. The reinsertion payment will be made in ETB through direct bank transfer from a UNDP account created in the Ethiopian Commercial Bank to each XC bank account.

The NRC will process each month up to maximum 10,000 XCs in each demobilization site and will gradually have three demobilization sites functioning. Thus the XCs demobilized will range between 25,000 to 30,000 each month.

UNDP does nonetheless highlight that demobilization figures will depend on funding and capacity available.

### Timeline - Demobilization

Demobilization will be implemented in phases over a period of two years. In 2024, the pilot and phase 1 will demobilize 75,000 combatants, mostly in the Tigray region, prioritizing an estimated 40,000 ex-combatants with disabilities, and women and children associated with armed groups, and 35,000 Tigrayan ex-combatants. In 2025 and 2026, all remaining combatants, that is, 296,971 will be demobilized in Tigray and other regions, prioritizing those with specific needs. Please note that the numbers are indicative and may change depending on available funds and final governmental decisions.

Post demobilization, specific support will be catered to groups with specific needs (i.e. children, women and people with disabilities). It will also include MHPSS and support for SGBV victims and the aim will be to link them with existing projects of development partners. Once XCs have returned to their places of origin, the NRC aims to match their reintegration stated preferences with existing opportunities, as per the mapping carried out above described.

Number of beneficiaries/XCs: The GoE/NRC and MOD have provided the number of 371,971 for XCs from eight regions to go through this DDR process. However, there is a possibility of this figure being revised if a peace agreement is concluded for the Oromia region with the Oromo Liberation Army (OLA), and if negotiations in Amhara reach a conclusion with regards to the ongoing conflict.






## Objectives of the NDRP

Given the above, NRC will initially focus support to the Tigray region and thereafter to the other seven regions. The estimated caseload of XCs in the Tigray region is approximately of 274,800. A preliminary assessment has recently been completed by the NRC to collect disaggregated data regarding the profiles of the XCs.

| Region | XC | % | Disabled | | | Employment | | | Gender | | Age data in Yrs. | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | Male | Female | Total | Gov. | Private | Unemployed | Male | Female | 18-32 | % | 33-52 | % | > 52 | % |
| Tigray | 274,800 | 73.9 | 25,545 | 3,160 | 28,705 | 60844 | 22,530 | 191,426 | 241,481 | 33,319 | 210,679 | 76.7 | 55,782 | 20.3 | 8,350 | 3.0 |
| Amhara | 62,129 | 16.7 | 8053 | | 8,053 | | | 62,129 | 60,882 | 1,247 | | | | | | |
| Oromiya | 27,668 | 7.4 | 163 | | 163 | 5120 | 22,548 | | 24792 | 2876 | | | | | | |
| B/Gumuz | 6,120 | 1.6 | 552 | | 552 | 670 | 5450 | | 5,610 | 510 | | | | | | |
| Gambella | 560 | 0.15 | | | | | | 560 | 560 | | | | | | | |
| Afar | 500 | 0.13 | | | | | - | 500 | 500 | | | | | | | |
| S/W/Ethiopia | 126 | 0.03 | | | | | - | 126 | 126 | | | | | | | |
| S/Ethiopia | 68 | 0.18 | | | | | - | 68 | 68 | | | | | | | |
| Total | 371,971 | 100 | 34,313 | 3,160 | 37,473 | 66,634 | 50,528 | 254,809 | 334,019 | 37,952 | | | | | | |
| Percentage | | | 92 | 8 | 100 | 18 | 14 | 69 | 90 | 10 | | | | | | |

The Focus Group Discussions on Perception, Expectations, and Specific Needs report[23] showed that ex-combatants from rural areas prefer more of agriculture-related activities and support while those from urban areas prefer trade and service-related activities and support, as per the table in Annex I.

Furthermore, the discussants suggested it is better to engage ex-combatants in groups (forming small business groups) than individual basis.

The design of reintegration services for XCs and SNGs will be carried out through an Information Counselling and Referral System (ICRS). This will include mapping of existing and planned services, including, but not limited to: jobs, livelihoods, training and education opportunities, and social, psychological and health-related services, including HIV.

[23] "Focus Group Discussions on Perception, Expectations, and Specific Needs – Peace Agreement and DDR Programme in Tigray Region, Ethiopia", submitted to the National Rehabilitation Commission (NRC Ethiopia), January 2024.

## V. RESULTS FRAMEWORK

**Intended Outcome as stated in the UNSDCF /Country [or Global/Regional] Programme Results and Resource Framework:** Outcome 1: All people in Ethiopia, more specifically those who are left behind, live in a peaceful, just, and democratic society which upholds standards of rule of law, accountability, and human rights

**Applicable Output(s) from the UNDP Strategic Plan:** Overall, the DDR programme aims to promote stability, peacebuilding, and sustainable development by removing weapons, disbanding armed groups, and reintegrating former combatants into society as productive and law-abiding citizens
3.2 Capacities for conflict prevention and peacebuilding strengthened at regional, national and sub-national levels and across borders

**Expected project outcome**

Ex-combatants from conflict-impacted Tigray and other regions are demobilised, the military command structure is broken, and ex-combatants are inserted back into their communities as civilians to build a lasting peace, enable reconciliation, and reinforce social cohesion.

**Indicators.**

**# of ex-combatants demobilised from Tigray and other regions.**
**# of ex-combatants successfully reinserted back into their communities**

| | | | |
|---|---|---|---|
| Baseline | Year 2024-2026 | 371,971 | |
| Target | Year | 75,000 -2024 | 296,971 -2025 and 2026 |

**Project title and Atlas Project Number:** Support to the National Demobilization and Reintegration Programme (SNDRP). **Atlas Project Number:** 01000408

| EXPECTED OUTPUTS | OUTPUT INDICATORS | DATA SOURCE | BASELINE | | TARGETS (by frequency of data collection) | | | | | | DATA COLLECTION METHODS & RISKS |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | Value | Year | Year 1 | Year 2 | Year 3 | Year 4 | Year ... | FINAL | |
| **Output 1** Establishment and operationalizing of institutional structures for the NDRP at national, regional and local | *1.1.1. Number of updated /produced policies and procedures at national and local levels.* | *National Rehabilitation commission Reports* | *0* | 2024 | ***2024*** 3, *(1national & 2Regional) Frequency: Annual* | ***2025*** *5 (1National, Regional 4) Frequency: Annual* | *2026 2 Frequency : Annual* | | | *10* | |

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| | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| levels. | ***1.1.2.** Number of staff with enhanced awareness on DDR disaggregate by sex* | *National Rehabilitation commission Reports* | *0* | 2024 | *2024 60/30F* ***Frequency:*** *Annual* | ***2025*** *87/43f* ***Frequency:*** *Annual* | *2026 23* ***Frequency : Annual*** | | | *170* | |
| | ***1.1.3.** number of field research & reports produced.* | *National Rehabilitation commission Reports* | *0* | *2024* | *2024 1* ***Frequency:*** *Annual* | ***2025*** *2* ***Frequency:*** *Annual* | *2026 3* ***Frequency : Annual*** | | | *6* | |
| **Output 2:** Registration of the XCs during demobilization and rolling out the Information, Counselling and Referral System (ICRS) and support linked to SGBV, MHPSS and PWD. | ***2.1** Number of NRC demobilization teams with enhanced awareness on DDR* | *National Rehabilitation commission Reports* | 0 | *2024* | *2024 4* ***Frequency:*** *Annual* | ***2025*** 5 ***Frequency:*** *Annual* | *2026 6* ***Frequency : Annual*** | | | *30* | |
| | ***2.2.** Status of customization and functionality of DREAM Database. 1= Low 2=Medium, 3= High* | *National Rehabilitation commission DREAMS IMS Online platform* | *0* | *2024* | *2024 Medium* ***Frequency:*** *Annual* | ***2025*** *High* ***Frequency:*** *Annual* | *2026 High* ***Frequency : Annual*** | | | *high* | |
| | ***2.3.** Provide Laptops, Fingerprint equipment, Digital Camera, I Card printer, Furniture, Gen sets, mini-truck, vehicles.* | *National Rehabilitation commission /UNDP Procurement* | *0* | *2024* | *2024* ***Frequency:*** *Annual* | ***2025*** ***Frequency:*** *Annual* | *2026* ***Frequency : Annual*** | | | | |

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| | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| **Output 3:** Reinsertion benefits provided to 371,971 XCs @800 to reinsert XCs back to communities and rehabilitate community infrastructure as part of Community Based Reintegration. | ***3.1.*** Number of XCs provided with Reinsertion benefits disaggregated by sex | *National Rehabilitation commission /UNDP Finance* | 0 | *2024* | *2024 75,000/40,000 F* ***Frequency:*** *monthly* | ***2025*** 150,000(20,000 F XCs ***Frequency:*** *monthly* | *2026 147,971 XC* ***Frequency*** *: monthly* | | | *371,971* | |
| **Output 4:** Support to Women, People with disabilities (PWD), and children needing MHPSS, SGBV-related support and or rehabilitation support (Related to NRC Output; Number of BCs Rehabilitated) and MHPSS/SGBV support provided. | ***4.1.*** *Number of XCs, women, PWD, supported with MHPSS /SGBV, Referrals & support services disaggregated.* | *National Rehabilitation commission DREAM Report* | 0 | *2024* | 2024 1000 /20F XC ***Frequency:*** *Monthly* | ***2025*** 2000 F XC ***Frequency:*** *Monthly* | *2026 30473* ***Frequency*** *: Monthly* | | | *37,473* | |
| | ***4.2.*** *Number of families with children provided with reinsertion support.* | *National Rehabilitation commission Reports* | *0* | *2024* | ***2024*** *2000F XC* ***Frequency:*** *Monthly* | ***2025*** 2000F XC***Frequency:*** *Monthly* | *2026 1000F XC* ***Frequency*** *: Monthly* | | | *5,000* | |
| **Output 5:** Capacity-building of regional and local institutions and service providers in target areas support. | ***5.1.*** *Number of DDR Training Reports produced.* | *National Rehabilitation commission Reports* | *0* | *2024* | *2024 1* ***Frequency:*** *Annual* | ***2025*** *4* ***Frequency:*** *Annual* | *2026 2* ***Frequency*** *: Annual* | | | | |

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| | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| ***Output 6:*** Reintegration (The per capita cost per XC is not included. As presently, option of a referral to ongoing is being considered. | *6.1. Number of reintegration plans and strategies developed.* | *National Rehabilitation commission Reports* | *0* | *2024* | *2024 1* ***Frequency:*** *Annual* | ***2025*** *2* ***Frequency:*** *Annual* | *2026 3* ***Frequency :*** *Annual* | | | | |
| | ***6.2.*** *Number of community level peacebuilding initiatives implemented.* | *UNDP/NRC Reports* | *0* | *2024* | *2024 1* ***Frequency:*** *Annual* | ***2025*** *13* ***Frequency:*** *Annual* | *2026 2* ***Frequency : Annual*** | | | | |

**Output 7: Project Management & Oversight**

Project Management and delivering Enabling service cost of UNDP for oversight and measuring impact. This includes Monitoring and Evaluation, Public Information, Audits (*related to UNDP core responsibility: Operational related costs (partially on M&E, PI, resource mobilization, advocacy & Audits))*

### NDRP Budget

The cost of demobilizing and providing reinsertion support to 371,971 XCs over a period of three years will be approximately USD **371,796,163**. This includes: reinsertion benefit of ETB 90,400 (paid in ETB through Bank Transfer); SGBV and MHPSS services; specific support for around 40,000 XCs with disabilities; public information campaigns; M&E, third party monitoring; UNDP project´s management cost (GMS 8%); and Resident Coordinator´s levy (1%). The reintegration cost has not yet been factored as the approach being considered is to utilize all ongoing projects from the government, the UN agencies, the World Bank and development partners/development agencies, so to absorb as many demobilized XCs as possible by providing them with reintegration support. This will significantly reduce reintegration costs for the DDR programme. In parallel to this, two other initiatives will be undertaken by the government to identify XCs who can join/rejoin government services at federal and regional levels, public service (doctors, teacher, etc), employment in the private sector. XCs who were studying will be encouraged and supported to rejoin schools/universities and continue their education. A mapping of all these opportunities is being undertaken so as to be in a better position to estimate the funding requirements towards reintegration.

## UNDP support to the NDRP - Proposed Budget for FY 2024, FY 2025 and FY 2026

| EXPECTED OUTPUTS | PLANNED ACTIVITIES | 2024 | 2025 | 2026 | Total |
|---|---|---|---|---|---|
| OUTPUT 1: Establishment and operationalizing of institutional structures for the NDRP at national, regional and local levels. ***Indicator 1.1.1*** *Number of updated/produced policies and procedures at national and local levels.* | Activity 1.1. Support the NDRP with technical expertise to create appropriate policies and procedures in place and its compliance (HR, finance, procurement, policies, gender, inclusion, various SOPs, M&E plan, and strategies) with support of consultants. | 307,243 | 150,000 | 76,811 | 534,054 |

| | | | | | |
|---|---|---|---|---|---|
| Indicator 1.1.2. Number of staff with enhanced awareness on DDR disaggregate by sex | Activity 1.1.2. Provide capacity development Training of NRC staff on DDR, guidance and mentoring and fund key project specialized positions at the NRC. | 800,000 | 1,250,000 | 500,000 | 2,250,000 |
| ***Indicator 1.1.3.*** *number of field research & reports produced* | Activity 1.1.3. Conduct Field research and coordination with relevant partners/ stakeholders for consensus building. | 178,000 | 380,000 | 453,000 | 1,011,000 |
| | **Sub-Total - Output 1** | **1,285,243** | **1,780,000** | **1,029,811** | **4,095,054** |
| OUTPUT 2: Registration of the XCs during demobilization and rolling out the Information, Counselling and Referral System (ICRS) and support linked to SGBV, MHPSS and PWD. ***Indicators: 2:1.*** *Number of NRC demobilization teams with enhanced awareness on DDR principles.* | Activity 2.1. Provide Training on DDR for NRC Demobilization/Reintegration Teams | 95,000 | 44,000 | 63,580 | 202,080 |
| ***Indicator 2.2*** *Status of customization and functionality of DREAM Database. 1= Low 2=Medium 3= High* ***Indicator 2.3*** *Number of DREAM data base reports produced on registration and profiling of XCs* | Activity 2.2. Customize DREAM data base registration and profiling of XCs that generates disaggregated reports & integration interface with ongoing livelihood projects. | 58,000 | 60,000 | 55,082 | 168,742 |
| | Activity 2. 3. Provide Laptops, Fingerprint equipment, Digital Camera, I Card printer, Furniture, Gen sets, mini-truck, vehicles. | 1,690,000 | 1,000,000 | | 2,690,000 |
| | **Sub-Total - Output 2** | **1,843,000** | **1,104,000** | **118,662** | **3,065,662** |
| OUTPUT 3: Reinsertion benefits provided to 371,971 XCs @800 to reinsert XCs back to communities and rehabilitate community infrastructure as part of Community Based Reintegration. ***Indicator: 3.1.*** *Number of XCs provided with Reinsertion benefits disaggregated by sex* | Activity 3.1. Provide $800 reinsertion for XCs. (for reinsertion, initial purchase of food and household items back at the community). | 57,576,800 | 120,000,000 | 120,000,000 | 297,576,800 |

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| | | | | | |
|---|---|---|---|---|---|
| | **Sub-Total - Output 3** | 57,576,800 | **120,000,000** | **120,000,000** | **297,576,800** |
| OUTPUT 4: Support to Women, People with disabilities (PWD) and children needing MHPSS, SGBV-related support and or rehabilitation support (Related to NRC Output; Number of BCs Rehabilitated and MHPSS/SGBV support provided.<br><br>***Indicators: 4.1.*** *Number of XCs, women, supported with MHPSS/SGBV, Referrals & support services disaggregated.* | **Activity 4.1:** Provide MHPSS/ SGBV support for XCs including rehabilitation of PWD(Prothesis). The support (including ongoing projects) will vary for each XCs based on their condition. (The community needs for the same services will be coordinated through other agencies providing support and not from DDR project funds). | 5,000,000 | 6,000,000 | 1,500,000 | 12,500,000 |
| ***Indicator 4.2.*** *Number of Families with children provided with reinsertion support.* | Activity 4.2 Provide Children Support (MHPSS, milk, dignity kit, etc. to families with children) | 250,000 | 300,000 | 54,000 | 604,000 |
| | **Sub-Total - Output 4** | **5,250,000** | **6,300,000** | **1,554,000** | **13,104,000** |
| OUTPUT 5: Capacity-building of regional and local institutions and service providers in target areas.<br><br>**Indicator: 5.1** Number of DDR Training Reports produced. | Activity 5.1. Provide Training activities for staff (sectoral Bureau staff, NGOs/CSOs and may include UNDP on DDR principles in various programme areas, including to address the reintegration of specific needs groups, such as women, children, formerly associated with armed groups, XCs with disabilities and HIV AIDS. | 447,669 | 750,000 | 109,174 | 1,306,843 |
| | **Sub-Total - Output 5** | **447,669** | **750,000** | **109,174** | **1,306,843** |
| OUTPUT 6: Reintegration (*The per capita cost per XC is not included. As presently, option of a referral to ongoing is being considered.*<br><br>**Indicators**: *Number of reintegration plans and strategies developed.* | Activity 6.1. Provide technical support to NRC and Regional Government to develop reintegration plan, design, and implementation strategy. | 500,000 | 800,000 | 100,000 | 1,400,000 |

| | | | | | |
|---|---|---|---|---|---|
| | | | | | |
| ***Indicator: 6.2.*** *Number of community level peacebuilding initiatives implemented.* | Activity 6.2. Facilitate community level peacebuilding initiatives, through provision of community facilities and enhance community discussions that can support the larger community where XCs are returning. | 1,500,000 | 1,300,000 | 100,000 | **2,900,000** |
| | **Sub-Total - Output 6** | **2,000,000** | **2,100,000** | **200,000** | **4,300,000** |
| | **Total; Outputs without DPC** | **68,402,712** | **132,034,000** | **123,011,647** | **323,448,359** |
| | | | | | |
| **Output 7. Programme - Management and oversight** | 7.1 Undertake monitoring and Third-Party Monitoring Agent | 693,448 | 500,000 | 418,000 | 1,611,448 |
| | 7.2. Undertake Public Information outreaches for XCs and stakeholders to manage expectations. (including Field visit by Partners). | 500,000 | 300,000 | 256,876 | 1,056,876 |
| | 7.3. Conduct evaluation (final evaluation of the demobilization of the XCs) | 500,000 | 500,000 | 500,000 | 1,500,000 |
| | 7.4. Resource Mobilization and Advocacy Events | 501,814 | 500,000 | 250,000 | 1,251,814 |
| | 7.5. Audit | 150,000 | 150,000 | 150,000 | 450,000 |
| | Staff/Operations, &Delivery Enabling Services (includes Country Office management, project staff, communication, equipment, supplies, vehicles, fuels and other cost and services) | 3,420,135.60 | 6,265,606 | 6,150,582.35 | 16,265,242 |
| | **Sub-Total** | **5,765,397.60** | **8,215,606** | **7,725,458.35** | **22,135,380** |

| | | | | | |
|---|---|---|---|---|---|
| | **TOTAL DIRECT ELEGIBLE COSTS** | **74,168,109.60** | **140,249,606** | **130,737,105.35** | **345,583,739** |
| | **TOTAL INDIRECT ELIGIBLE COSTS (GMS)** | **5,933,448.77** | **11,246,799.94** | **10,458,968.43** | **27,639,217** |
| | **Direct + Indirect Cost** | **80,101,558.37** | **151,496,406** | **141,196,073.78** | **373,222,956** |
| | **Coordination levy** | **801,015.58** | **1,514,964** | **1,411,960.74** | **3,732,230** |
| | **Total** | **80,902,573.95** | **153,011,370** | **143,307,825** | **377,221,768.95** |

The Government of Ethiopia has proposed the below budget for the programme. It must be noted that UNDP will only be supporting a part of it as per above table.

| Program Cost summary | | | | | | | |
|---|---|---|---|---|---|---|---|
| S.No | Particulars | quantity | Unit cost in USD | 2024 | 2025 | 2026 | Total cost |
| 1 | **Demobilization** | | | | | | |
| 1.1 | Registration Centers maintenance and equipments | 16 | | 7,500,000 | | | 7,500,000.00 |
| 1.2 | XC food for 2 months | 371971 | | 39,854,036 | 39,854,036 | | 79,708,072.00 |
| 1.3 | Xc camp clothes & matress | | | **33,211,696** | **33,211,698** | | 66,423,393.00 |
| 1.4 | Household items for food preparation | | | **8,731,019** | | | 8,731,019.00 |
| 1.5 | XC two way transportation cost | | | **996,351** | | | 996,351.00 |
| 1.6 | Registration centers staff salary | | | **1,428,148** | | | 1,428,148.00 |
| 1.7 | fuel and lubrecant | | | **9,030,000** | | | 9,030,000.00 |
| 1.8 | Sanitory materials | | | **1,855,408** | | | 1,855,408.00 |
| | **Sub Total** | | | **102,606,658** | **73065734** | | **175,672,391.00** |
| | | | | | | | |
| 2 | **DREAM IMS Registration material cost** | | | **4,944,357** | | | **4,944,357.00** |
| | | | | | | | |
| 3 | **Phychosocial and Civic Training two month interval** | | | | | | |
| 3.1 | Training material preparation | | | 2,654,307 | | | 2,654,307.00 |
| 3.2 | Trainers expenses | | | 1,000,000 | 1,000,000 | | 2,000,000.00 |
| 3.3 | Medical expenses for popeople with mental health problem | | | 1,500,000 | 1,500,000 | | 3,000,000.00 |
| 3.4 | Support for disabled xcs | | | 1,500,000 | 1,500,000 | | 3,000,000.00 |
| 3.6 | Communication and utilities | | | 750,000 | 750,000 | | 1,500,000.00 |
| | **Sub Total** | | | **7,404,307** | **4,750,000** | | **12,154,307.00** |
| | | | | | | | |
| 4 | **Reinsertion and Reintegration** | | | | | | |
| 4.1 | Reinsertion cost | 371971 | 800 | 74,394,200 | 223,182,600 | | 297,576,800.00 |
| 4.2 | Reintegration | 260380 | 1000 | 75,000,000 | 185,380,000 | | 260,380,000.00 |
| | **Sub Total** | | | **149,394,200** | **408,562,600** | | **557,956,800.00** |
| | | | | | | | |
| 5 | **Administrative and operation related cost** | | | | | | |
| 5.1 | Development and consultation | | | 3,500,000 | 3,000,000 | | 6,500,000.00 |
| 5.2 | Mental Health and pyschosocial support | | | 18,000,000 | 12,000,000 | | 30,000,000.00 |
| 5.3 | Capacity building | | | 6,000,000 | 5,000,000 | | 11,000,000.00 |
| 5.4 | Monitoring and Evaluation | | | 6,000,000 | 5,000,000 | | 11,000,000.00 |
| 5.5 | Communication and outreach | | | 3,100,000 | 3,000,000 | | 6,100,000.00 |
| 5.6 | Audit | | | 600,000 | 1,100,000 | | 1,700,000.00 |
| 5.7 | Delivery enabling services | | | 7,820,313 | 3,353,184 | | 11,173,497.00 |
| 5.8 | GMS | | | 20,746,944 | 15,000,000 | 5,276,566 | 41,023,510.00 |
| | **Sub Total** | | | **65,767,257** | **47,453,184** | **5,276,566** | **118,497,007.00** |
| | | | | | | | |
| | **Grand Total** | | | **330,116,779** | **533,831,518** | **5,276,566** | **869,224,862.00** |

## VI. MONITORING AND EVALUATION

### Monitoring, Evaluation and Verification (MEV)

The main objective of M&E will be to inform a critical reflection of results, so as to maximize the outcomes and impact of the programme in the short, medium and long-term. The specific objectives of the NDRP monitoring and evaluation will be to:

- Monitor programme implementation by determining if the activities are being implemented effectively achieving programme objectives.
- Monitor programme outcomes and impact by providing information on whether the outcomes and impact expected from the project are being achieved.
- Identify areas for improvement by providing information to modify/adjust programme activities to increase efficiency and effectiveness.
- Ensure project sustainability by providing information to help determine the project's sustainability.

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The NDRP approach to monitoring, verification and reporting will be based on the following three independent components:

- As the mandated body for programme implementation, the NRC will monitor and verify progress, and report back to the DDR Council and project board.
- UNDP, by virtue of the technical and coordination lead, coupled with its role as fund manager, will conduct monitoring and verification as part of its responsibility on fiduciary responsibility and accountability.
- The NRC will use an international third-party monitoring agent (TPMA) to provide an additional layer for the independent verification of operations, use of funds, targeting and results. The TPMA will be contracted by UNDP to mitigate any potential conflict of interest. In order to qualify, the TPMA will be required to submit a joint proposal from an international and a national firm.

Too often, persons with disabilities are forgotten, neglected or excluded. For example, they are not invited to provide their reintegration preferences, monitoring and evaluation tools are not accessible for persons with sensory disabilities, or reintegration options of "cash for work" are too labour intensive and not applicable for persons with certain disabilities. Lack of consideration of disability inclusiveness results in their needs not being reflected in programme design, or their suggestions for improvements not being heard. Therefore, it is important to ensure particular attention and measures are taken in order to promote disability inclusiveness throughout the monitoring and evaluation cycle.

The NDRP will invest on enhancing the local M&E capacities, including the capacity development of staff at the regional offices.

To ensure programme effectiveness and accountability, it is common practice to monitor a standard percentage of beneficiaries. Typically, around 10-20% of beneficiaries are monitored to obtain reliable insights into a programme's overall impact, although this may vary based on specific factors like programme size and available resources. In Ethiopia, monitoring XCs will involve tracking various indicators beyond cash utilization, including reinsertion into communities, access to services, and adherence to disarmament agreements. The exact percentage of beneficiaries to be monitored will vary, but generally, all XCs will be contacted over a one-year period, Focus group discussions will be conducted with 10% of XCs by a third-party monitoring agent.

An MEV framework will be developed for the programme with the support of UNDP. Monitoring will be undertaken regularly at national, regional, and community levels. For the case of Implementing Partners (IPs), they will be required to submit monthly, quarterly, and annual financial and narrative reports.

Periodic assessments of XCs and SNGs' reintegration progress will be undertaken. These are to be based on and supported by regular on the ground monitoring by field monitors. As the locations of return are currently unknown, the monitoring plan will be developed based on available resources.

The NRC will be responsible for the management and monitoring of programme participants and reintegration opportunities. Plans will be developed to ensure that each beneficiary receives a visit from their dedicated caseworkers on a regular basis.

Regular client satisfaction and community perception surveys will be undertaken twice a year in an effort to gauge the quality of support and services provided to XCs, SNGs and communities participating in the process. All M&E tools and reports will be gender responsive.

The DREAM and ICRS, along with monitoring teams, will be the main sources of information for the monitoring.

At the end demobilization an evaluation will be conducted to review the progress to-date, the capacity of implementing partners, including the NRC, and to identify implementation challenges, including related to the timeline of the NDRP. This will be used to adapt, adjust and change programme interventions, based on findings and lessons learned. One month after demobilization has started a DDR senior consultant will be hired to do an internal evaluation and inform any necessary changes to the demobilization process.

A similar exercise will be carried out at the mid-term of the reintegration phase. This will help the NRC in guiding future budget planning, policy direction and strategic planning towards ensuing demobilization and reintegration.

At the conclusion of the NDRP, a final evaluation will be conducted in accordance with the UNDP Evaluation Policy to determine to what extent it has achieved its objectives.

Evaluations' outcomes will be shared with donor partners to facilitate transparency and to develop an integrated resource mobilization platform for continued development activities.

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**M&E Methodology**

The methodology will be based on a participatory approach with community members, including ex-combatants and their families, local authorities, and other relevant stakeholders. This includes, but is not limited to, the following:

- Quantitative data collection through forms, questionnaires, and surveys.
- Qualitative data collection through in-depth interviews and focus group discussions.
- Ongoing monitoring, using wide-ranging, in-depth and in-person monitoring.
- Performance measurement by designing a comprehensive evaluation framework to track progress, outcomes, and the impacts of the programme, including monitoring indicators.

All the above will be reviewed and analysed to assess progress against programme indicators, objectives and outputs.

UNDP's approach to monitoring, verification, and reporting will be based on three components:

**Component 1: Strategic Management and Oversight**

Designed to addresses higher-level factors (political, socio-economic and security) that influence the substantive and operational context of peace support implementation. This component will be led by the RR and bring together senior staff from the Country Office (CO) and its Peace Support Office (PSO).

The RR plays a crucial role in ensuring that the UNDP program and services align with the national development priorities of the Ethiopian government and contribute to the UN's development efforts in the country. The RR is responsible for managing political, socio-economic, and security risks by continuously assessing and advising on the country's situation and trends, ensuring that UNDP's policy support, programs, and services remain relevant and responsive to emerging priorities and needs. Through his/her leadership and supervision, the RR ensures the effective delivery of the UNDP programme, partnership engagement, resource management, and communication efforts in Ethiopia.

**Component 2: Programme/Project M&E**

Deploying the full gamut of UNDP's standardized tools to track the performance of peace support and DDR work across all relevant parameters (e.g. operational, financial, results, transparency, communications). This will embrace project quality assurance, HACT compliance, application of risk management tools within the ERM, regular reporting, spot checks/field visits, periodic assessments and evaluations, and audits.

The PSO's Planning, Monitoring, Quality Assurance and Verification Team will apply UNDP's project management and M&E tools, working closely with regional project offices, including preparation of M&E plans and their implementation, performance reporting, and organization of quarterly reviews of performance bringing together Government and other Implementing Partners (IPs) and UNDP. This team will be guided by the CO's Partnerships Development and Results Management (PDRM) Hub, to ensure full compliance with UNDP standards and consistency with CO operations.

**Component 3: Third Party Verification**

Using an international third-party monitoring agent (TPMA) to provide an additional layer of independent layer of verification on operations, use of funds, targeting and results. The TPMA will report directly to the RR. The CO will hire a TPMA to conduct independent verification of peace support work. The CO will also hire third-party evaluation firms to conduct midterm and end of programme evaluations. This task will also be managed by the CO's PDRM.

The TPMA will meet every month with demobilised XCs, reaching out to 20% via phone calls, to check how they are doing and to verify the following: Are they still back in the community?; Are they able to take care of their family?; Are they having any issues?; Did they receive the services they were supposed to receive (medical care, MHPSS/GBV support)?; What are the sentiments within the community?; How has the community received them?; What/how does the community feel about the peace process/DDR programme?

It will be mandatory for the TPM to work in partnership with international and national partners. International partners will provide the international knowhow for reporting and financial accounting, while national actors will ensure access to communities and overcome language barriers.

The TPMA will ultimately contribute to the following objectives:

• Purpose of Transparency and Accountability: the TPMA will conduct independent verification of the progress and results of peace support activities and performance. The CO will also use TPMA services to investigate complaints or performance drifts reported under the programmes which will ultimately contribute to improve accountability, including of activities being directly implemented by the Government.

• Purpose of Management: The TPMA will be responsible for collecting firsthand information through face-to-face interviews and direct observations/field visits to reflect on implementation progress and results from the perspectives of project recipients and stakeholders and identify anomalies and challenges. The TPMA will also share recommendations where relevant to guide corrective actions to improve implementation and results, for consideration by the CO and its Peace Support Office (PSO).

• Purpose of Financial Management: The TPMA will be responsible for requesting financial information on the utilisation of UNDP managed funds, especially to check for consistency of spending in line with plans, and check for any variances in this regard, and also to verify the quality and frequency of financial reporting.

• Purpose of Monitoring Cross Cutting Functions: The TPMA will be expected to produce regular analytical reports which will also include reflection on programme risk status, progress and performance against gender markers and human rights standards.

• Learning Purpose: The TPMA will conduct independent analysis of key learning from the field, including good practices that could be adopted across regions to improve programming and operations.

• Communication Purpose: TPMA findings from the field may contribute inputs for the development of human-interest stories that reflect programme implementation on the ground.

• Data Management: the TPMA will be responsible for establishing a functional online data management platform to facilitate collection, quality control, analysis, and visualization. This will be an essential part of TPMA services to facilitate efficient data collection, improved data quality and real-time access. The system will also serve as the reference source to maintain, protect and back-up TPMA data from loss or any misuse.

### Management Information System (MIS)

During the implementation of the NDRP, a management information system (MIS) will be in place to address the need to register and monitor programme participants, as well as programme implementation progress and effectiveness. The MIS will be used for individual case management and to match the individual profiles with reintegration opportunities in communities, providing an important overview of gaps in reintegration opportunities , and serving as a useful tool for the planning of ensuing reintegration phases.

The generic DREAM DDR database will be customised to the needs of Ethiopia and the NDRP. This database will be an instrumental component of the M&E framework. The system will have information on XCs and Special Needs Groups profiles, preferred reintegration options and areas of resettlement, as well as a menu of reintegration options.

### Measuring Success

The main indicators that will be used to measure success of this programme will be:

- Number of former combatants that have voluntarily joined the programme; and
- Number of those former combatants that have completed their demobilization and reinsertion process.

Overall, the effectiveness of the programme will be measured by the degree to which it contributes to sustainable peace, increased stability, and improved security.

### Audits

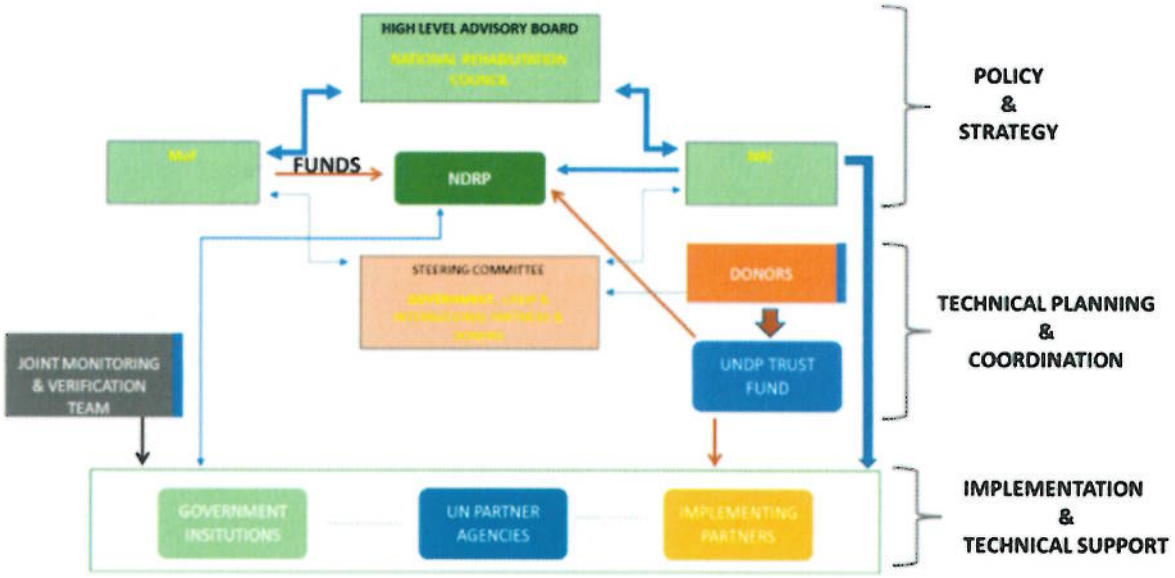
Internal and external audits for this programme will be carried out in accordance with UNDP's Financial Rules, Policies and Procedures. Disclosure of reports of audits carried out on implementing partners (IPs) will be contingent upon UNDP having obtained written consent from the corresponding IP. Audit reports on UNDP are publicly disclosed by the United Nations Board of Auditors and can be accessed by all interested parties.

## VII. Governance and Management Arrangements

The NRC will be responsible for implementing the NDRP, and will receive directions from the National Rehabilitation Council. The NRC will coordinate with relevant ministries and regional institutions the engagement of the various stakeholders' in the NDRP, including the UN, NGOs, the private sector, civil and society organizations, and academic and research institutions.

The NRC will have its headquarters in Addis Ababa and branch offices in the regions, and will utilize the existing government structures at the regional level, including finance bureaus and project management units.

**NDRP GOVERNANCE MECHANISM**




## VIII. Legal Context

Ethiopia has signed the Standard Basic Assistance Agreement (SBAA); hence this project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of Ethiopia and UNDP. All references in the SBAA to "Executing Agency" shall be deemed to refer to "Implementing Partner."

This project will be implemented by Ethiopian National Rehabilitation Commission (NRC) ("Implementing Partner") in accordance with its financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of an Implementing Partner does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.

## IX. Risk Management

### Risk Management Framework

Given the complexity of the conflict in Northern Ethiopia and the ongoing conflict - related challenges in other regions of the country, it is inevitable that there are a number of risks involved in implementing the NDRP, many of them inter-linked in both their causes and potential effects. A systematic threat and risk analysis will be an on-going activity within the programme to ensure the programme is ready to respond effectively to a very fluid context.

Below are a set of identified risks and challenges, also highlighted in the national reintegration policy, that the NDRP will face. A range comprehensive alternatives and solutions that are also listed to mitigate such risks, and enable programme implementation. See the corresponding risk matrix in Annex II.

### Safeguards

To ensure the success of the NDRP and flow of funds, the programme will:

- Work within the established legal framework and ensure an effective governance structure for the implementation of the NDRP.
- Ensure application of the IDDRS[24] to the national context.
- Promote and respect the human rights of all participants and communities.
- Adhere to the principle of leaving no one behind and gender equality by implementing a community-based reintegration approach.
- Ensure transparency and accountability of all agencies (Government, international and national partners) and personnel responsible for the implementation of aspects of the programme. For example, during demobilization, the NRC will have the Commercial Bank of Ethiopia support to open bank accounts for XCs who do not have them. The reinsertion instalment will be paid by the Bank and certified by NRC staff.
- Guarantee the security of personnel involved in the NDRP, including former combatants, and representatives of host communities.
- Develop and implement a comprehensive monitoring and evaluation process to ensure the project's objectives and desired outcomes are achieved.
- Ensure availability of financial and human resources for the continuity of the financial promised benefits and in-kind support without delays.
- Demonstrate fiduciary accountability, plan internal and external/independent evaluations and financial audits.
- Leverage civil society, local administration, and other stakeholders within host communities to ensure that the NDRP is effective and properly implemented.
- Create meaningful collaboration and dialogue between communities, and stakeholders to promote long-term peace and stability.
- Develop an effective public information and communication strategy to inform stakeholders (XCs, affected communities and the public) of scope, benefits, plans and status of implementation.
- The programme must be flexible so as to incorporate lessons learned from the earlier stages of the implementation.
- Develop and implement strategies to reduce the risk of return to violence through peace support initiatives.

## RISK MANAGEMENT CLAUSES

1. Consistent with the Article III of the SBAA *[or the Supplemental Provisions to the Project Document]*, the responsibility for the safety and security of the Implementing Partner and its personnel and property, and of UNDP's property in the Implementing Partner's custody, rests with the Implementing Partner. To this end, the Implementing Partner shall:

   a) Put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;

   b) Assume all risks and liabilities related to the Implementing Partner's security, and the full implementation of the security plan.

2. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the Implementing Partner's obligations under this Project Document.

3. The Implementing Partner agrees to undertake all reasonable efforts to ensure that no UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism, that the recipients of any amounts provided by UNDP hereunder do not appear on the United Nations Security Council Consolidated Sanctions List, and that no UNDP funds received pursuant to the Project Document are used for money laundering activities. The United Nations Security Council Consolidated Sanctions List can be accessed via https://www.un.org/securitycouncil/content/un-sc-consolidated-list.

[24] https://www.unddr.org/the-iddrs/

4. The Implementing Partner acknowledges and agrees that UNDP will not tolerate sexual harassment and sexual exploitation and abuse of anyone by the Implementing Partner, and each of its responsible parties, their respective sub-recipients and other entities involved in Project implementation, either as contractors or subcontractors and their personnel, and any individuals performing services for them under the Project Document.

(a) In the implementation of the activities under this Project Document, the Implementing Partner, and each of its sub-parties referred to above, shall comply with the standards of conduct set forth in the Secretary General's Bulletin ST/SGB/2003/13 of 9 October 2003, concerning "Special measures for protection from sexual exploitation and sexual abuse" ("SEA").

(b) Moreover, and without limitation to the application of other regulations, rules, policies and procedures bearing upon the performance of the activities under this Project Document, in the implementation of activities, the Implementing Partner, and each of its sub-parties referred to above, shall not engage in any form of sexual harassment ("SH"). SH is defined as any unwelcome conduct of a sexual nature that might reasonably be expected or be perceived to cause offense or humiliation, when such conduct interferes with work, is made a condition of employment or creates an intimidating, hostile or offensive work environment. SH may occur in the workplace or in connection with work. While typically involving a pattern of conduct, SH may take the form of a single incident. In assessing the reasonableness of expectations or perceptions, the perspective of the person who is the target of the conduct shall be considered.

5. a) In the performance of the activities under this Project Document, the Implementing Partner shall (with respect to its own activities), and shall require from its sub-parties referred to in paragraph 4 (with respect to their activities) that they, have minimum standards and procedures in place, or a plan to develop and/or improve such standards and procedures in order to be able to take effective preventive and investigative action. These should include: policies on sexual harassment and sexual exploitation and abuse; policies on whistleblowing/protection against retaliation; and complaints, disciplinary and investigative mechanisms. In line with this, the Implementing Partner will and will require that such sub-parties will take all appropriate measures to:

i. Prevent its employees, agents or any other persons engaged to perform any services under this Project Document, from engaging in SH or SEA;

ii. Offer employees and associated personnel training on prevention and response to SH and SEA, where the Implementing Partner and its sub-parties referred to in paragraph 4 have not put in place its own training regarding the prevention of SH and SEA, the Implementing Partner and its sub-parties may use the training material available at UNDP;

iii. Report and monitor allegations of SH and SEA of which the Implementing Partner and its sub-parties referred to in paragraph 4 have been informed or have otherwise become aware, and status thereof;

iv. Refer victims/survivors of SH and SEA to safe and confidential victim assistance; and

v. Promptly and confidentially record and investigate any allegations credible enough to warrant an investigation of SH or SEA. The Implementing Partner shall advise UNDP of any such allegations received and investigations being conducted by itself or any of its sub-parties referred to in paragraph 4 with respect to their activities under the Project Document, and shall keep UNDP informed during the investigation by it or any of such sub-parties, to the extent that such notification (i) does not jeopardize the conduct of the investigation, including but not limited to the safety or security of persons, and/or (ii) is not in contravention of any laws applicable to it. Following the investigation, the Implementing Partner shall advise UNDP of any actions taken by it or any of the other entities further to the investigation.

b) The Implementing Partner shall establish that it has complied with the foregoing, to the satisfaction of UNDP, when requested by UNDP or any party acting on its behalf to provide such confirmation. Failure of the Implementing Partner, and each of its sub-parties referred to in paragraph 4, to comply of the foregoing, as determined by UNDP, shall be considered grounds for suspension or termination of the Project.

6. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (http://www.undp.org/ses) and related Accountability Mechanism (http://www.undp.org/secu-srm).

7. The Implementing Partner shall: (a) conduct project and programme related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.

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8. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.

9. The Implementing Partner will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, responsible parties, subcontractors and sub-recipients in implementing the project or using UNDP funds.

10. In the implementation of the activities under this Project Document, UNDP places reasonable reliance upon the Implementing Partner for it to apply its laws, regulations and processes, and applicable international laws regarding anti money laundering and countering the financing of terrorism, to ensure consistency with the principles of then in force the UNDP Anti-Money Laundering and Countering the Financing of Terrorism Policy.

11. The Implementing Partner will ensure that its financial management, anti-corruption, anti-fraud and anti money laundering and countering the financing of terrorism policies are in place and enforced for all funding received from or through UNDP.

12. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to the Implementing Partner: (a) UNDP Policy on Fraud and other Corrupt Practices and (b) UNDP Office of Audit and Investigations Investigation Guidelines. The Implementing Partner agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at www.undp.org.

13. In the event that an investigation is required, UNDP has the obligation to conduct investigations relating to any aspect of UNDP projects and programmes in accordance with UNDP's regulations, rules, policies and procedures. The Implementing Partner shall provide its full cooperation, including making available personnel, relevant documentation, and granting access to the Implementing Partner's (and its consultants', responsible parties', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with the Implementing Partner to find a solution.

14. The signatories to this Project Document will promptly inform one another in case of any incidence of inappropriate use of funds, credible allegation of fraud or corruption or other financial irregularities with due confidentiality. Where the Implementing Partner becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, the Implementing Partner will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). The Implementing Partner shall provide regular updates to the head of UNDP in the country and OAI of the status of, and actions ac.

15. UNDP shall be entitled to a refund from the Implementing Partner of any funds provided that have been used inappropriately, including through fraud, corruption or other financial irregularity, or otherwise paid other than in accordance with the terms and conditions of the Project Document. Such amount may be deducted by UNDP from any payment due to the Implementing Partner under this or any other agreement. Recovery of such amount by UNDP shall not diminish or curtail the Implementing Partner's obligations under this Project Document.

*Note:* The term "Project Document" as used in this clause shall be deemed to include any relevant subsidiary agreement further to the Project Document, including those with responsible parties, subcontractors, and sub-recipients.

16. Each contract issued by the Implementing Partner in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from the Implementing Partner shall cooperate with any and all investigations and post-payment audits.

17. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.

18. The Implementing Partner shall ensure that all of its obligations set forth under this section entitled "Risk Management" are passed on to each responsible party, subcontractor and sub-recipient and that all the clauses under this section entitled "Risk Management Standard Clauses" are included, *mutatis mutandis*, in all sub-contracts or sub-agreements entered into further to this Project Document.

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**Special Clauses.** In case of government cost-sharing (**not at present**) through the project, the following clauses should be included:

1. The schedule of payments and UNDP bank account details.
2. The value of the payment, if made in a currency other than United States dollars, shall be determined by applying the United Nations operational rate of exchange in effect on the date of payment. Should there be a change in the United Nations operational rate of exchange prior to the full utilization by the UNDP of the payment, the value of the balance of funds still held at that time will be adjusted accordingly. If, in such a case, a loss in the value of the balance of funds is recorded, UNDP shall inform the Government with a view to determining whether any further financing could be provided by the Government. Should such further financing not be available, the assistance to be provided to the project may be reduced, suspended or terminated by UNDP.
3. The above schedule of payments takes into account the requirement that the payments shall be made in advance of the implementation of planned activities. It may be amended to be consistent with the progress of project delivery.
4. UNDP shall receive and administer the payment in accordance with the regulations, rules and directives of UNDP.
5. All financial accounts and statements shall be expressed in United States dollars.
6. If unforeseen increases in expenditures or commitments are expected or realized (whether owing to inflationary factors, fluctuation in exchange rates or unforeseen contingencies), UNDP shall submit to the government on a timely basis a supplementary estimate showing the further financing that will be necessary. The Government shall use its best endeavours to obtain the additional funds required.
7. If the payments referred above are not received in accordance with the payment schedule, or if the additional financing required in accordance with paragraph 6 above is not forthcoming from the Government or other sources, the assistance to be provided to the project under this Agreement may be reduced, suspended or terminated by UNDP.
8. Any interest income attributable to the contribution shall be credited to UNDP Account and shall be utilized in accordance with established UNDP procedures.

In accordance with the decisions and directives of UNDP's Executive Board:

The contribution shall be charged:

- 8% cost recovery for the provision of general management support (GMS) by UNDP headquarters and country offices.
- Direct cost for implementation support services (ISS) provided by UNDP and/or an executing entity/implementing partner.

9. Ownership of equipment, supplies and other properties financed from the contribution shall vest in UNDP. Matters relating to the transfer of ownership by UNDP shall be determined in accordance with the relevant policies and procedures of UNDP.

10. The contribution shall be subject exclusively to the internal and external auditing procedures provided for in the financial regulations, rules and directives of UNDP."






## X. ANNEXES

### Annex I. Reintegration preferences as per Focus Group Discussions on Perception, Expectations, and Specific Needs report[25]

| Zone | Sector | Specific areas of economic engagement | Specific supports needed |
|---|---|---|---|
| Eastern | Agriculture | Fattening, animal breading (cattle, sheep and goat), dairy farming, poultry, small scale irrigation, and seedlings station, beekeeping | ✓ Psycho-social supports and trainings<br>✓ Job specific skill trainings<br>✓ Initial financial capital support compatible with the specific jobs<br>✓ Working space<br>✓ Spaces to sale products<br>✓ House or land for residence<br>✓ Musical instruments,<br>✓ Free medical services,<br>✓ Educational opportunities<br>✓ Necessary machines /instruments<br>✓ Arrangement of loan with low interest rates and/ interest free<br>✓ Continuous professional coaching<br>✓ Life skills training |
| | Service | Guest house, art (music) in group form, establishment of youth recreation center in group form, trade (fruits, pulses and cereals), Supply of construction materials, Distribution of cement, get employed in different institutions as per their background and capacity, | |
| | Construction | Production of bricks and sand using machine, production of crushed stones (gravel), aluminum works, mirror works, metal works, household furniture making | |
| | Manufacturing | Production of cultural clothes, bakery, weaving, cactus fruit processing | |

[25] "Focus Group Discussions on Perception, Expectations, and Specific Needs – Peace Agreement and DDR Programme in Tigray Region, Ethiopia", submitted to the National Rehabilitation Commission (NRC Ethiopia), January 2024.

| Zone | Sector | Specific areas of economic engagement | Specific supports needed |
|---|---|---|---|
| | | | ✓ Business development services<br>✓ Experience sharing<br>✓ Moral encouragement |
| Southern | Agriculture | animal fattening, milk production, poultry, small-scale irrigation, fruits and vegetables production | ✓ Financial grant or loan for initial investment,<br>✓ Residential area or building<br>✓ Farming land<br>✓ Special breed animals<br>✓ Workshops and facilities<br>✓ Special breed animals<br>✓ Employment opportunities<br>✓ Machineries (incubator, crasher, tractor, water pumper, etc)<br>✓ Computers<br>✓ Trainings on technical skills<br>✓ Shopping spaces<br>✓ Free medical services |
| | Service | Trade (of all types), employment on the factories, computer centers, cement distribution | |
| | Construction | Construction, mining (supplying selected materials, production of gravels) | |
| | Manufacturing | Metal works, wood works | |
| Southeast | Agriculture | irrigated agriculture, horticulture, vegetable production, honey bee production, animal fattening, milk production, and poultry farming | Psychological aid, healthcare access (free medical services), financial credit, education and training, immediate humanitarian aid, access to land for entrepreneurial activities, machineries (crasher, incubator) and housing, technological assistance. |
| | Service | Trade (of all types) | |
| | Construction | Construction, Production of gravel | |
| | Manufacturing | Wood works, metal works, electrical works | |
| Central | Agriculture | animal production (poultry, fattening, and diary), agriculture (irrigation and urban agriculture), bee production | production space, a financial loan with no interest or with a low-interest rate, financial rehabilitation support, material and machinery support, psychological training for healing the ex- |
| | Service | Trade, beauty salon, spare parts, car washing facilities, café and restaurant, cement distribution | |

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| Zone | Sector | Specific areas of economic engagement | Specific supports needed |
|---|---|---|---|
| | Construction | construction, brick production, cobblestone works | combatant's trauma, professional and vocational training, the plot of land for a residential site with financial support to build it, and a shade (container) for retailing |
| | Manufacturing | metal works, woodwork, flour mill machine in group | |
| Northwest | Agriculture | animal production (poultry, fattening, and diary), bee keeping, fertilizer production, agriculture (irrigation), | supplying production sites, shade(container) for retailing, financial loans with no interest or with a low-interest rate, supplying relatively better breeds of livestock, psychological training, residential site with financial support to construct it, and gold finder machine, financial rehabilitation support, material and machinery support, and professional and vocational training (like on animal production and brick production) |
| | Service | Trade, car washing facilities, cement distribution | |
| | Construction | Construction, supplying sand, supplying construction stone, and supplying special soil material for construction | |
| | Manufacturing | brick production, metal works, wood works, mining (Gold extraction), flour mill machines, small manufacturing institutions, oil production, glass production | |
| Mekelle | Agriculture | Animal breeding/fattening, animal husbandry, livestock breeding, poultry, beekeeping/rearing, irrigation | Psychological treatment and recovery, medical service, various vocational pieces of training, financial assistance, Processing/manufacturing space, residential space, continuous monitoring, educational support and scholarships, skill development training, material supports, work premises, personal development training, entrepreneurship training, |
| | Service | Trade, distribution of cement, small and medium enterprises, retailing, beauty salons, maintenance shops, tourism and hospitality, going back to school, | |
| | Construction | participate in urban development | |
| | Manufacturing | Manufacturing, iron and steel, weaving traditional clothes | |






## Annex II. Risk Matrix

| Risk Category | Risk Description (cause, event, consequence) | Gross Likelihood | Gross Impact | Gross Risk Rating (autofills) | Mitigation Strategy (including timescales) | Residual Likelihood | Residual Impact | Residual Risk Rating (autofills) |
|---|---|---|---|---|---|---|---|---|
| Strategy and Context | Failure of a timely implementation of the peace agreement and lack of negotiated settlement over the contested areas. | Possible | Severe | Severe | Increased political support from the GoE towards negotiating settlements through the peace agreements and mobilizing political support in potential donor countries. Engagement by AU and international partners with the regional and federal government. | Unlikely | Severe | Major |
| | Lack of political will from the federal and regional governmentsin to implement the peace agreements. | Unlikely | Severe | Major | International community to keep engaging and advocating with the federal government to resolve the conflict through negotiations and political dialogue. | Possible | Major | Major |
| | Possible relapse into regional conflict in Tigray, resulting in delays or cancelation of the NRDP. | Possible | Major | Major | Cross monitoring of peace agreements by donors and dialogue with the regional and federal governments. Timely implementation of elements of the peace agreements will mitigate this risk. Build the capacity of IPs to collect ealy signs of violence in Tigray. Collaborate with pro-peace organisations/groups. | Possible | Moderate | Moderate |
| | Localised conflict/violence in other regions of Ethiopia (Amhara and Oromia) | Possible | Severe | Severe | International community to engage and advocate with the federal government to resolve the conflict through negotiations and political dialogue. | Unlikely | Severe | Major |
| | Clashes with neighbouring countries. | Unlikely | Moderate | Minor | US/international community to engage with countries in Horn of Africa and with Middle East allies (Egypt, Saudi Arabia, Turkey and UAE) and to carry out a proactive engaement with the Government of Ethiopia and regional administrations. | Unlikely | Minor | Minor |
| | Remobilisation of TDF and other armed group force members. | Unlikely | Severe | Major | Strong coordination with AU's Monitoring Team to capture early signs of remobilisation. Keep engaging the federal and regional governments for full and timely implementation of the peace agreements. | Possible | Major | Major |
| | Continued and/or increased holding of arms/militarization of communities. | Highly Likely | Severe | Severe | Build the capacity of IPs to work on increased holding of arms, including collecting information informally from different community groups (women, youth, elderly), conducting safer community campaign, peace dialogue. Collaborate with pro-peace organisations/groups. | Likely | Major | Major |
| | Lack of adequate economic opportunities to ensure intended reintegration outcomes. | Possible | Major | Major | Ensure strong linkages with existing or new national initiatives for economic recovery and livelihood projects. UNDP and NRC to keep updating mapping of all ongoing projects. Ensure expectation management among beneficiaries and communities. | Likely | Moderate | Moderate |
| | Unrealistic expectations amongst government and beneficiaries (direct and indirect) | Likely | Moderate | Moderate | Conduct and update comprehensive area specific reintegration opportunities mappings and match preferences to available opportunities. | Unlikely | Moderate | Minor |
| | High mobility of population due to insecurity, famine, impacts of climate change, resulted in competing limited resources, services, loss of contacts with beneficiaries. | Possible | Minor | Minor | Use technology effectivey to keep track of beneficiaries, and advocate with other humanitarian agencies so as not to exclude ex-combatants in their responses. | Unlikely | Minor | Minor |
| Policy and Programme Delivery | Increased feelings of inequality among the conflict affected population due to prioritisation of ex-combatants. Potential damage to social cohesion. Lack of public trust and cooporation from community members. | Possible | Minor | Minor | Keep advocating for the importance of the NDRP and its impact on community security, ensuring ex-combatantes are incorporated into ongoing projects along with other vulnerable groups. Proactively work on communication and media strategies to buy public trust, engaging IPs in community peace dialogue. | Unlikely | Insignificant | Minor |
| | Lack of coordination at the regional level, resulting in inefficient use of resources, programmatic duplications and/or missed opportunity for leveraging project impacts. | Unlikely | Severe | Major | UNDP and donors ensure that the NRC includes the regional authorities in design, plan and implementation of the NDRP. Ensure greater coordination and harmonisation with other programmes in the region through attending the regional coordination mechanism, data and report sharing. | Unlikely | Major | Moderate |
| | Low capacity of local implementing partners limit an effective delivery of interventions. | Highly Likely | Severe | Severe | Provide advisory and technical support to address capacity gap issues, drawing on IDDRS and lessons learned from other countries. Establish a capacity building strategy based on identified gaps, and the get buy-in from the NRC on their continued commitments to address them, ensuring the NRC benefit from available training opportunities (international and regional) | Likely | Major | Major |
| Public Service Delivery and Operations | Low investment in social and physical infrastructure to create employment and job placement. | Likely | Moderate | Moderate | Ensure application of the International DDR tandards considering the national context. Join efforts among international community to mobilise sufficient fund for reconstruction and recovery. | Possible | Moderate | Moderate |
| People | High mobility by the target population may shift their preferences and make it difficult to deliver timely assistance. | Possible | Moderate | Moderate | Develop an effective public information and communication strategy to inform stakeholders (KCs, affected communities and the public) about the scope, benefits, plans and status of programme implementation. | Unlikely | Minor | Minor |
| | Financial limitations including international funding shortfalls and delays in disbursements. | Almost Certain | Severe | Severe | UNDP and the GoE to raise awareness of the strategic importance of the NDRP, engage in advocacy and reach out to non-traditional DDR donors. Conduct donor mapping and RM. Include ex-combatants in other ongoing reconstruction and recovery initiatives. | Unlikely | Moderate | Minor |
| | Weak capacities in financial reporting, procurement, or regulatory frameworks of implementing partners to manage aid diversion and misuse of resources. | Unlikely | Major | Moderate | Fiduciary management oversight from NRC and UNDP. UNDP to provide training for implementing partners upon requests from the government. Close field monitoring including discussions with local populations. Verification with beneficiaries. Establish feedback/whistle blowing mechanisms and raise awareness about these among population and IPs staff. UNDP and NRC to hire a third-party monitoring agent. | Unlikely | Minor | Minor |
| Safeguarding | Beneficiaries and community members are exposed to risks of harrasment or sexual exploitation and abuse by programme staff. | Possible | Major | Major | Sufficient training towards UNDP, NRC and implementation staff on ethical standards and safeguarding issues. Raise community/beneficiary awareness on these issues, Establish feedback/whistle blowing mechanisms and monitor responses. Special attentiosn to be paid to beneficiaries with disabilities. Adapt safeguarding compliance among vendors and contractors. | Possible | Moderate | Moderate |
| | Staff of UNDP, NRC and implementation partners are exposed to safety, harrassment and/or sexual exploitation and abuse through engaging in projects. | Possible | Moderate | Moderate | Sufficient training towards UNDP, NRC and implementation staff on safety, ethical standards and safeguarding issues, Establish feedback/whistle blowing mechanism and monitor responses. Ensure there are the necessary compliance meaures and mechanims in place. | Unlikely | Moderate | Minor |
| Reputational | Risks arising from political or adverse events, including delivery failure and ethical violations by downstream partners damage the DDR progamme reputation. | Possible | major | Major | Work closely with downstream partners on messaging, awareness raising on conflict sensitive engagement, and communication. Ensure the International DDR Standards are implemented according to the country context. | Possible | Moderate | Moderate |
| Strategy and Context | Implementaion of DDR activities has unintended consequenes sparking community tension and conflict. | Likely | major | Major | Continued conflict sesnstivity analysis feed into the programme. Closely monitor activities including beneficiary feedback. | possible | Major | major |

## Annex III. Capacity Assessment: Results of capacity assessments of Implementing Partner

A HACT Micro Assessment was performed[26] during the period September 1, 2023 to January 12, 2024, in the premises of the Implementing partner[27]. Through discussion with management, observation and walk-through tests of transactions, the following were assessed:

- The effectiveness of the systems in providing the Implementing Partner's management with accurate and timely information for management of funds and assets in accordance with work plans and agreements with the United Nations agencies;
- The general effectiveness of the internal control system in protecting the assets and resources of the Implementing Partner;
- As per our engagement to Micro-assess Implementing Partners, we conducted the assessment of the IP during the period mentioned in section 2.3. We performed our assessment as per the Terms of Reference given to us and presented our report in this pack as required in the Terms of Reference and using formats provided in it;
- We have gathered evidences sufficient to complete the micro assessment questionnaire that provided an overall risk rating. The overall assessment of the Implementing Partner's financial management capacity, including review of funds management, staffing, accounting policies and procedures, internal audit, external audit, reporting and monitoring and information systems enabled the determination of the level of risk and capacity gaps to be addressed by the Implementing Partner;
- Detailed findings and recommendations are set out in the corresponding report.

## Annex IV. Project Board Terms of Reference

### Purpose of the Project Board

The purpose of the Project Board (PB) is to ensure that the Project agreed upon by the NRC and UNDP - and supported by a broad coalition of development partners - is implemented in a timely, responsive, efficient, effective, and transparent manner, fully respecting the principles of national ownership and leadership.

### Specific Roles and Responsibilities of the Project Board

In line with its purpose, the PB will be responsible for the following:

- Assess the implications of changes in context for the project (e.g. security conditions, natural disasters and so on);
- Review and clear Annual Work Plans (AWPs) and budget allocations, in line with what has been set out in the Project Document;
- Monitor project performance, both in terms of results and operations;
- Address any operational issues affecting project implementation;
- Facilitate resource mobilisation from existing and new sources;
- Review and clear bi-annual and annual substantive progress and financial reports;
- Document lessons learned to help build national capacity; and
- Initiate and review project evaluations.

### Frequency and Conduct of Meetings

The PB will meet every quarter unless amended by agreement of all members. Ad-hoc meetings may also be called, if required, by the two co-chairs (please see below). The agenda of these meetings will be drafted by the co-chairs after soliciting contributions from all members. The final agenda will be shared with all members of the project team at least three days in advance of the meeting.

### Composition of the PB

[26] Micro-Assessment Report , Commissioned by UNDP Ethiopia Country Office , National Rehabilitation Commission March 2024 , by Tesfaye Teferi Anbesse, Certified Audit Firm and Management Consultant

The PB will be co-chaired by the NRC Commissioner the UNDP Resident Representative. Its members will include, in addition: (a) Representative from Ministry of Finance (b) a small group of senior UNDP programme and project staff (Deputy/Programmes, Head of DDR Unit ); and (c) All countries contributing to the DDR programme will be part of the PB.

**Decisions**

The PB makes decisions by consensus. Decisions shall be duly recorded (in minutes format) and signed at least by the co-chairs. Prior to presenting their position on a significant issue to the PB, members have to make sure that it is endorsed internally by their respective organization is in line with their organizations' regulatory requirements.

## Annex V. Acronyms

**CBR**: Community-Based Reintegration

**CoHA**: Cessation of Hostilities Agreement

**DDR**: Disarmament, Demobilization and Reintegration of ex-combatants

**ERW**: Explosive Remnants of War

**GoE**: Government of the Federal Democratic Republic of Ethiopia

**IAWG**: Inter-Agency Working Group on DDR

**IP**: Implementing Partner

**MHPSS**: Mental health and psychosocial support

**MoD** : Ministry of Defence

**SGBV**: Sexual and gender-based violence

**SNNPR**: Nationalities and Peoples' Region

**NDRP**: National Demobilization and Reintegration Programme

**NRC**: National Rehabilitation Commission

**ODA**: Official development assistance

**PSO**: Peace Support Office

**SDGs**: Sustainable Development Goals

**SWE**: South West Ethiopia

**TPLF**: Tigray People's Liberation Front

**TPMA**: Third-party monitoring agent

**UN**: United Nations

**UNDP**: United Nations Development Programme

**XC**: Ex-combatant

