



Annual Work Plan 2007/2009

Ministry of Environment and Forest

And

United Nations Development Programme

Ethiopia



Empowered lives.
Resilient nations.

Programme Title: Institutional Strengthening for Forest Sector Development in Ethiopia

UNDAF Pillar: Economic Growth and Risk Reduction

UNDAF Outcome(5) By 2020, the governance systems, use of technologies and practices, and financing mechanisms that promote low carbon climate-resilient economy and society are improved at all levels.

UNDAF Output(s): UNDAF Output 5.2: Policies, strategies, plans and coordination mechanisms that promote climate resilient green economy and society are developed/updated.

UNDAF Output 5.5: Capacities at national, regional and woreda institutions having the necessary human resource, technical capacity, system and procedures to plan, coordinate and implement CRGE.

Expected Program Output(s): Output 1: The institutional capacity of the forest sector strengthened at all levels;

Output 2: Forest conservation and development for their multiple benefits enhanced;

Output 3: Private sector involvement in forest development facilitated;

Output 4: Science and innovation for enhancing sustainable forest management promoted;

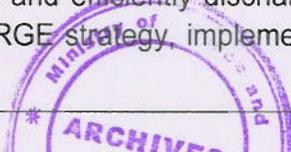
Output 5: Stakeholders engagement in forest development enhanced

Implementing party: Ministry of Environment and Forest

Responsible partners: MEF, UNDP, MoFED,

Brief Description of the Programme

The government of Ethiopia has a strong commitment and recognition of the importance of the forest sector, considering the sector as one of the four pillars in the Climate Resilient Green Growth (CRGE) strategy and having established the Ministry of Environment and Forest (MEF). The newly established MEF urgently requires institutional strengthening support at all levels, so that the sector can effectively and efficiently discharge its responsibilities. In order to realize the forestry components of the CRGE strategy, implement REDD+ strategy, realize the targets set in the GTP,



adequately plan and implement GTP2, the newly established Ministry of Environment and Forest and its replica in regional states and city administrations are facing significant capacity constraints at systemic, institutional and individual levels. Therefore, strengthening the institutional capacity of the sector to implement sustainable forest management is critically important. The forest sector needs an innovative and holistic approach to realize its strategic role in supporting the sustainable development of the country.

The present program is targeting to enhance the capacity of the forest sector to fulfill its mandate at all levels; increase forest coverage that boosts carbon sequestration and other environmental services as well as the promotion of sustainable supply of wood and wood products. Promotion of broad-based stakeholder engagement in forest conservation and development including the private sector and enhancement of the forest development policies, strategies and interventions led by innovation are also focus areas of the program.

UNDAF Programme Period:	2012-2016	EFY 2007/2009
Key Result Area (Strategic Plan):	Environment	Total resources required: USD 2,680,000
and Sustainable Development		<ul style="list-style-type: none"> • Government/CRGE Facility USD 2,576,716 • TRAC: USD 103,284
Atlas Award ID:	<u>87198</u>	
Start date:	2015	
End Date:	2019	
PAC Meeting Date:	<u>13MAR15</u>	
Management Arrangement:	NIM	



Agreed by MoFED:

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Admasu Hababo
 Director, UN Agencies & Regional
 Economic Cooperation Directorate

Agreed By MEF:

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Kebede Yimam
 State Minister

Agreed by UNDP:

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<p>Output 3: Private sector involvement in forest development Facilitated</p> <p>Baselines : Inadequate involvement of the private sector in Forest Conservation and Development</p> <p>Indicators: Number of private sectors engaged on forest conservation and development; Number of study tours and expos organized</p> <p>Targets: One study tour and one technological Expo on forest conservation and management organized; 10 private sectors engaged on value addition of Forest Products</p> <p>Sub Total (per Quarter)</p> <p>Sub Total (Per half year)</p> <p>Subtotal 2007/09 OR 2015-2016</p>	<p>Action 3.1.1.1 Promote the Participation of the Community Based Organizations, NGOs and individuals on forest conservation management</p>					9000	UNDP	Norway	Training	9,000
<p>Action 3.1.1.2 Promote investment and technology transfer and adoption for value addition to forest products</p>					15000	15000	UNDP	Norway	Travel	15,000
<p>Sub Total (Per half year)</p> <p>Subtotal 2007/09 OR 2015-2016</p>					24,000	24,000				24,000
<p>Activity Result 4.1 Capacity of Forestry training and research Institutions enhanced</p>										
<p>Output 4: Science and innovation for enhancing sustainable forest management promoted</p> <p>Baselines: Inadequate capacity to undertake forestry research Absence of well-established cooperation mechanism in forest research and training</p>	<p>Action 4.1.1 enhance capacity of forestry tertiary training and research institutions</p>		15000				UNDP	Norway	training	15,000
	<p>Action 4.1.2 Develop and execute a collaborative research agenda for the forestry sector</p>			25000	25000	250000	UNDP	Norway	Contractual service	100000
	<p>Action 4.1.3 support research relevant to forest policy</p>		15000	15000			UNDP	Norway	Contractual service	30,000



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Output 6. Project management	Vehicle purchase (double-cap field)	200000	300000	100000							UNDP	Norway	Procurement	xxx 600,000
	Project management and administration cost.	21657	21657	21657	21657	21657	21657	21657	21657	21657	UNDP	Norway	GMS	129,942
	Monitoring and evaluation including communication	1000	1000	1000	1000	1000	1000	1000	1000	1000	UNDP	Norway	M&E	6000
Subtotal(quarter)		222657	322657	122657	22657	22657	22657	22657	22657	22657				
Subtotal(half year)		222657	445,314	445,314	45,314	22,657	22,657	22,657	22,657	22,657				
Subtotal 2007/2008 OR 2014/2016														735942
Total (quarter)		490607	735153	560107	34363	5635	344891	205607						
Total (half year)		490607	1,295,260	588526	205607									
Total 2007/2008 OR 2014/2016														2,680,000

xxx: Procurement of vehicles will be processed case by case basis and upon further approval of MOFED



1 MANAGEMENT ARRANGEMENTS

Management arrangements

Structures of the Institutional Strengthening for the Forest Sector Development in Ethiopia

The structure of the Program is shown in figure 1 below. This program which is developed to strengthen the institutional capacity of the Forest Sector will be nationally implemented with the Ministry of Environment and Forests as Implementing Partner. The program will be implemented as Fast Track Investment of the CRGE Facility and National Implementation Modality (NIM) is guided by UNDP NIM rules and regulations as well as the National Project Implementation Manual (PIM) approved by the government of Ethiopia. The Fast Track Investment guidelines and PIM will guide the implementation of this project document.

UNDP will play a fund management and quality assurance role and will work with MEF and MOFED to mobilize resources to adequately capitalize the program. The fiduciary role of UNDP is critical in building credibility and confidence in the Forest Sector. In addition, UNDP will provide institutional and capacity building support and it will actively provide institutional capacity development necessary to promote Sustainable Forest Management and equipping the sector at all levels with necessary equipment and technical skills to enhance the organizational, systemic and individual capacity of the forestry sector.

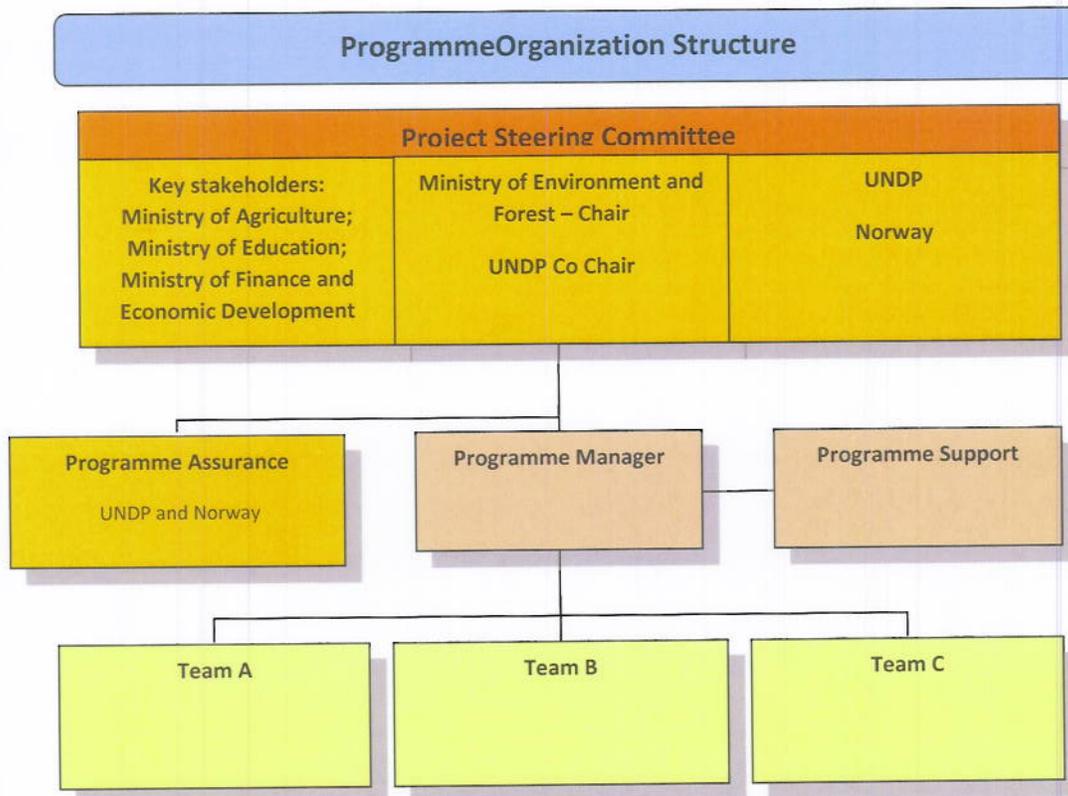
In line with the PIM, this program will be overseen by a Steering Committee (SC) which will be responsible for making operational policies and strategic management decisions, including approving annual work plans and budgets. The Steering Committee will meet regularly, at least quarterly, and on an extra-ordinary basis to provide immediate guidance on urgent operational and strategic matters. The SC will be under the overall executive oversight of the State Minister of Ministry of Environment and Forests who will also co-chair the SC with UNDP,

The SC shall appoint a Technical Committee with representation of development partners, key government ministries, private sector, civil society, and other non-state actors. The Technical Committee which will review the operational policies and progress on program outputs, provide project assurance, and provides regular reports to the SC. In this capacity the Technical Committee will support the Program Steering Committee in monitoring functions and delivery of program outputs, ensuring that the program is on-source towards achieving the overall outcomes: Additional specific responsibilities will include, but are not limited to, ensuring: beneficiary needs and expectations are being met or managed; risks are being controlled; the program remains viable; internal and external communications are working; quality management procedures are properly followed; and that the Program Steering Committees decisions are followed and revisions are managed in line with procedures laid-down in the PIM.

The steering committee will comprise representative from MoA, MOFED, MEF, Norway, UNDP plus a maximum of two from participating development partners. The Minister of MEF as the implementing partner, will appoint the Steering Committee.

Figure 1: Management Arrangement of Institutional Strengthening for the Forest sector Development in Ethiopia

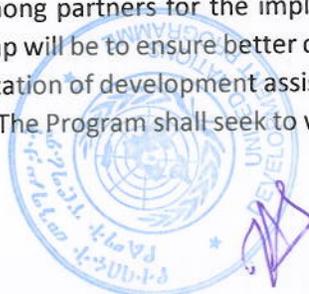




The Program Manager who will head the Program will run the program on a day-to-day basis, under the guidance of the State Minister, Ministry of Environment and Forests and therefore reporting directly to the State Minister and decisions of the Steering Committee, of course within the constraints laid down by the Steering Committee (SC). Under the overall guidance of the State Minister and the Steering Committee, the Program Manager will utilize advisory support from international experts or consultants that may be recruited for the implementation of the Program. The Program will have its operational offices in MEF and will work closely with MOFED and UNDP to reach-out to its clients/beneficiaries across the country.

Partnership Arrangements

In order for the Program to perform its tasks and responsibilities, it will require to develop and maintain effective partnership with all stakeholders, including development partners both for technical support and resource mobilization objectives. The Program will develop stakeholder engagement road map and web site created for effective interaction among partners for the implementation of the program. The focus of the stakeholder engagement road map will be to ensure better coordination of program activities and to provide a platform for better harmonization of development assistance and resources allocated to support the implementation of this Program. The Program shall seek to work effectively with all identified



stakeholders to ensure that it executes its mandate effectively, and in doing so shall take full cognizance of activities of the Program and other similar initiatives to maximize synergies and reduce duplication.

The Organizational Structure of the Program

Figure 2 shows the proposed organizational structure for the Program and comprises of the SC, the National Program coordinator, experts administrative support staffs at national level and the required staffs at regional levels. The Program will have a robust management and governance structure for effective implementation, monitoring, compliance, and quality assurance. Below we propose a synopsis, not at all exhaustive, of the roles of the Steering Committee and the Technical committee of the Program.

The Steering Committee

The Program will be governed by a Steering Committee composed of MEF, MoFED, MoA, MoE Representatives, UNDP and Norway plus a maximum of two from participating development partners. The objectives of the Steering Committee shall be to provide policy and strategic management support aimed at achieving greater coherence and consistency in the implementation of the program; to ensure the adequate flow of funds; to monitor the performance of monitoring and evaluation systems; to ensure consistency in reporting (thus transparency) ; and to provide policy guidance. The program will have a technical committee to support the implementation of the program.

The Management Team

The day-to-day management of the program is being carried out by a Program Management Unit (PMU) under the overall guidance of the PSC and the daily supervision of the Program Manager. The PMU is based in Addis Ababa and reports to Ministry of Environment and Forest, the executing agency and the chair of the PSC. In addition to the Program Manager, the PMU will be composed of a program assistant and an accountant. The Program Manager will be selected jointly by the executing agency and UNDP.

The Program Manager will be supported by the group of national technical experts which MEF will constitute to back stop the implementation of the project. The program implementation will also be supported by the international technical adviser.

UNDP Ethiopia maintains the oversight and management of the overall program budget. It is responsible for monitoring project implementation, timely reporting of the progress to the Royal Norwegian Government as per the reporting format of the Donor. It also supports the executing agency in the procurement of the required expert services and other project inputs and administer the required contracts. Furthermore, it supports the co-ordination and networking with other related initiatives and institutions in the country.

For successfully reaching the stated objective and out puts of the program it is essential that the progress of different program components will be closely monitored both by the key local stakeholders and authorities as well as by program's international technical advisors, starting with the finalization of the detailed, component-specific work plans and implementation arrangements and continuing through the



program's implementation phase. The purpose of this is to facilitate early identification of possible risks to successful completion of the program together with adaptive management and early corrective action, when needed.

In order to accord proper acknowledgement to Norway for providing funding, the Royal Norwegian Logos should appear on all relevant project publications. Any citation on publications regarding program should also accord proper acknowledgement to the Royal Norwegian government.

2 MONITORING FRAMEWORK AND EVALUATION, REPORTING AND AUDIT

2.1 Monitoring

This program will be monitored by UNDP and MEF joint engagement. The program will be monitored based on the Monitoring and Evaluation guidelines of UNDP and on the UNDAF M&E matrix and Program Monitoring Framework, which provide detailed M&E information on UNDAF results.

In accordance with the programming policies and procedures outlined in the UNDP User Guide, the programme will have clear information on quarterly/biannual monitoring through the following:

Within the annual cycle (adjust as appropriate):

- On a quarterly/bi-annual basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below.
- An Issue Log shall be activated in Atlas and updated by the Program Manager to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted (see annex 1), a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- Based on the above information recorded in Atlas, a Programme Progress Reports (PPR) shall be submitted by the Project Manager to the Project Steering Committee through Project Assurance, using the standard report format available in the Executive Snapshot.
- A program lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project.
- A Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events.

Annually

- **Annual Review Report.** An Annual Review Report shall be prepared by the Program Manager and shared with the Program Steering Committee. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with



updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.

- **Annual UNDAF Review.** The Annual Review is a regular joint monitoring activity in the UNDAF M&E plan which provides the opportunity to jointly assess the performance, identify challenges, and draw lessons learnt to inform the revision of the AWP.

2.2 Reporting

The UNDP Program Manager assigned will prepare an annual narrative and financial report on the supported activities, which will be shared with the Royal Norwegian Government.

2.3 Audit

The program will be audited according to UNDP rules and regulations for NIM/Nationally Implemented projects.

3 LEGAL CONTEXT

This program document shall be the instrument referred to as such in Article 1 of the SBAA between the Government of Ethiopia and UNDP, signed on 6 February 1981.

Consistent with the Article III of the Standard Basic Assistance Agreement, 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.

The implementing partner shall:

- 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;
- Assume all risks and liabilities related to the implementing partner's security, and the full implementation of the security plan.

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 this agreement.

The implementing partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Program Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999).



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