



PROJECT DOCUMENT
[Ethiopia]



*Empowered lives.
Resilient nations.*

Project Title: Stabilization & Recovery Support for Communities Affected by Gedeo-West Guji Displacement

Project Number:

Implementing Partner: National Disaster Risk Management Commission and Disaster Prevention and Food Security Bureau of SNNPR and Oromia Regional States

Start Date: January 2019

End Date: December 2022

PAC Meeting date:

Brief Description

In Ethiopia, conflict-induced internal displacement has led to significantly increased humanitarian needs in the first half of this year. Most were associated with the recent outbreak of new intercommunal conflict in West Guji and Gedeo, along the border between Oromia and SNNPR regions. The internal displacement has affected every single aspect of people's lives. Individuals and families have lost all their productive assets, homes, and possessions, casting most of them into a state of extreme poverty. Displacement exacerbated the already existing conditions of poverty and deprivation and its effects are felt not only by the displaced themselves, but also in the communities in which they take refuge. With the loss of markets, damage to trade infrastructure, and the impact on agriculture and livelihoods, the Gedeo West Guji zones will continue to feel the multidimensional impact of the crisis for years to come. After four months of horribly tough displacement experience, currently most IDPs are returning to their place of origin. So far close to half a million IDPs reportedly returned to their locality. The majority of IDPs that have returned to their habitual place of residence had already lost most of their productive and financial assets. Upon returning home IDPs found their houses and farms burnt down as well as public infrastructures and facilities destroyed. They were therefore left with no sustainable means of livelihood.

Within the already fragile socio-economic environment, one of the biggest challenges that IDPs and receiving communities face is rebuilding their livelihoods. Although the returnee IDPs have already begun their own recovery efforts with the limited resources available, the magnitude of the crisis is so severe that it will take several years for them to recover fully. Hence, they must be supported in their return process to ensure their humanitarian needs are met, but they must also be assisted as they begin to rebuild their village. As such, early recovery support including the provision of agricultural input, short-term employment, livelihood restoration and other means of social support like unconditional cash to the most vulnerable of these returnees hugely needed. Against this background, UNDP has formulated this four years project, which is expected to benefit over 50,000 HHs. While providing immediate support to early recovery efforts in the affected areas, the project is designed to lay the foundations for long-term recovery, resilience and sustainable development. The project builds on the ongoing humanitarian response programmes linking it to recovery and supporting the transition to development. To further support this transition, UNDP will ensure that the intervention build local response capacity.

Contributing Outcome (UNDAF/CPD, RPD or GPD): Outcome 3 under UNDAF Pillar 2: Resilience and Green Economy: By 2020, an increased number of Ethiopian people, particularly in disaster prone areas, are more resilient; have diversified sources of income; and are able better to prepare, respond to and recover from emergencies and disasters.

Indicative Output(s) with gender marker²:

Output 3.3: Livelihood, environment and basic social services of disaster affected communities restored and improved to withstand impact of future disasters.

Total resources required:	USD: 20,004,491	
	UNDP TRAC:	2,245,509
	Donor:	2,570,000
	Government:	
	In-Kind:	
Unfunded:	15,000,000	

Agreed by (signatures)¹:

Government	UNDP	Implementing Partner
 Mitiku Kassa Commissioner		
Date:	Date: 18/1/2019	Date:



¹ Note: Adjust signatures as needed

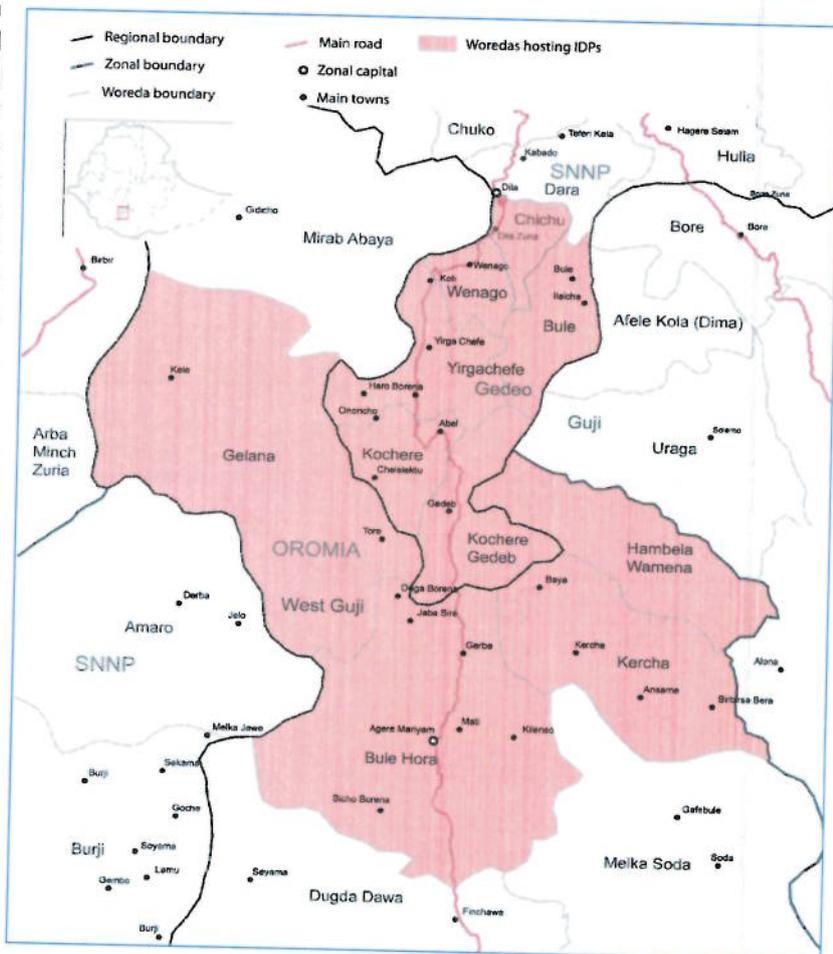
² The Gender Marker measures how much a project invests in gender equality and women's empowerment. Select one for each output: GEN3 (Gender equality as a principle objective); GEN2 (Gender equality as a significant objective); GEN1 (Limited contribution to gender equality); GEN0 (No contribution to gender quality)

I. DEVELOPMENT CHALLENGE

1.1. Situational Analysis

In the first half of 2018, the humanitarian situation in Ethiopia deteriorated significantly, with continued intercommunal violence along border areas of Oromia and Somali regions, as well as the emergence of a new conflict in West Guji and Gedeo, situated along the border between Oromia region and SNNPR region. Ethiopia experienced nearly 1.4 million new internal displacements associated with conflict and violence in the first half of this year bringing the estimated number of IDPs to 2.8 million. This forced displacement due to conflict and drought has amplified pre-existing vulnerabilities and caused significant detrimental development impacts among the displaced and in host communities.

The intercommunal conflict in Gedeo-West Guji has triggered an acute humanitarian crisis and inflicted significant damage on private and public property. A minimum of 9000 houses were fully or partially damaged². It has also caused widespread destruction of vital social and economic infrastructure including health facilities, schools, roads, markets, farmland and water supply. A majority of the IDPs have lost most or all their household items, having often fled in haste with nothing more than personal possessions. The IDPs have also lost other assets (farms and livestock) as well as cash reserves and are no longer able to engage in their usual livelihood generating activities (farming and daily labour work). In the process of displacement, families and communities have become separated, where unaccompanied children, women heads of household and elders are particularly vulnerable.



Farming systems, which are mostly small in scale and traditional, are still predominantly subsistence based and for the most part depend on seasonal rainfall performance. Widespread poverty and food insecurity in target areas is, in large part, the manifestation of the substantial decline of productivity in the agricultural sector, and the lack of viable alternatives livelihood; thus, Food insecurity is one of the main concerns. The crisis has severely disrupted livelihoods in the agriculture sector, which employs over 85 percent of the rural people in Gedeo-Guji zones and is the main source of livelihood for two-thirds of the population. Agricultural and trade activities are restricted and local markets are disrupted. The main cropping season, (May to August) passed without farming engagements and harvests are expected to be significantly below average in the conflict affected areas, which further increases the risk of severe food shortages. Household food stocks are running out, indicating that households will rely on humanitarian assistance or purchases at least until the next harvest in May 2019. Large number of Smallholder farmers reported shortage of seed to plant for

² The 2018 Ethiopia Response Plan - Internal Displacement around Gedeo (SNNPR) and West Guji (Oromia) Zones

the next agricultural season, which raises the risk of a very poor agricultural harvest unless immediate provision of emergency seed assistance.

Incomes have also declined since the conflict has interrupted offseason livelihood activities. Many micro and small enterprises have been destroyed or are unable to continue. With local markets in disarray income opportunities are reduced, and food prices inflated. Communities hosting IDPs are also under pressure as the people share their limited resources. The large influx of displaced population also negatively impacted the service provision systems, which can fuel tension between host communities and IDPs over scarce resources and limited access to labour and finances. Those who have managed to return to their villages, find their homes and farms in ruins. Compared to conditions before displacement, the majority of returnee IDPs reported to be worse off in terms of housing conditions, water and sanitation and hygiene (WASH), food security, access to education and healthcare; and this is especially true for Gedeo communities where a large number of people has displaced. Many displaced people spoke about the need for increased humanitarian aid, provision of basic social services and security/protection, but above all, they emphasised their desire to rebuild their lives for themselves.

The drivers of conflict and instability in Gedeo Guji zones are many and varied, covering the spectrum of governance, security, development and humanitarian issues. Extreme poverty, demographic pressures, repeated food crises, climate change, high unemployed youth all pose serious challenges exacerbating intercommunal tensions and have potential spill-over effects outside the zone. Deep-seated ethnic divisions foster widespread discrimination in most aspects of daily life, undermine the rule of law, and obstruct the return of persons who were displaced during the conflict. Furthermore, the Gedeo-Guji ethnic conflict worsened pre-existing divisions and created new ones, and the fighting has left many vulnerable communities even further marginalized. The violent conflict has eroded, and in some cases ruptured, the social and economic bonds and relationships between and within groups and communities. Intra-communal structures and processes that traditionally regulated violence and resolved conflicts have been weakened. Social cohesion is deeply eroded, with social interaction among various ethnicities becoming increasingly challenging in an atmosphere characterized by mistrust, border and interpersonal disputes, and retaliation. The conflict may remain for some time resulting in violent conflicts that erupt, de-escalate, and re-erupt in multiple areas. Recovering from the devastating impact of this violent conflict will be a huge, long-lasting challenge.

While both men and women are affected by conflict, its impact on them is substantially different. Women's experiences of conflict and displacement were deeply gendered. The largest share of household tasks fell to women, including finding food and drinkable water, which often put women at risk of confrontations with host populations. Violent incidents that destroy property and damage land and crops adversely affect women and their livelihood options, as women make up 60-80 percent of the rural workforce. The displacement also created a range of secondary effects, including physical and psychological trauma and increased level of vulnerability in many ways, including to Sexual and Gender Based Violence (SGBV). People across gender lines who have been thrown into poverty by violent conflicts face untold hardship and trauma. Conflict-induced displacement is unique in this way, as the experience or threat of violence itself can profoundly damage social networks, trust and cohesion in a community.

Whilst there is evidence of vast return of displaced population, insecurity is still prevalent and prevents complete return (significant number of IDPs still not returned yet). Despite peace and reconciliation efforts led by traditional elders, there were continued reports of secondary displacements of those IDPs who were earlier returned. Many ethnic Gedeos who returned to West Guji are living in 1 of 40 collective centres as their houses were destroyed³. Further, the returnees in West Guji report fear of renewed violence due to ongoing ethnic tensions and a lack of security. Other IDPs are thought to have moved closer to their relatives and friends in host communities both within their kebeles of origin and in areas of displacement within both zones. Communities returned to face the total destruction of their homes, possessions, reserves of seeds and agricultural tools. Many people reported returning to burned out and pillaged homes, with all their belongings destroyed that means they should reconstruct everything from zero. For those who have

³ UNICEF Ethiopia Humanitarian Situation Report 31 October 2018

returned; rebuilding lives and livelihoods; accessing basic services and reintegrating into communities; including recovering from the trauma of violence, are enormously challenging. Most returnee IDPs are unable to fully settle as they lack the resources and conditions to restore their livelihoods, rebuilding devastated homes, and access to basic services. These tasks are further complicated by ongoing insecurity that limits the coping strategies and livelihood activities individuals can undertake. Pull and push factors coexist and are difficult to anticipate. However, the situation in Gedéo West Guji remains very volatile, preventing the return of the displaced. For those facing uncertain futures on their return, re-establishing stability and creating reliable conditions for investment in households' futures is a necessity for peace and development. For those people who have not yet returned, perhaps because of ongoing insecurity or deep-seated divisions within the community in the wake of violence, enabling safe and voluntary return is an immediate priority.

In general, the physical, social, and economic losses of the conflict, and the investments for the recovery, peace building, and reconstruction, are overwhelming. If not properly addressed, the above-mentioned challenges and vulnerabilities could escalate the unprecedented displacement situation and cause a vicious cycle of intensifying the conflict. These pressing conditions demand immediate holistic response to the damages and losses in the conflict-affected areas and to help the conflict affected population restore their lives. Without a multi-sectoral, integrated early recovery support and promotion of durable solutions, high levels of need in the Gedéo and West Guji Zones, are likely to persist or worsen. In turn this will require a consistent humanitarian response likely to increase in cost and with no clear opportunity for graduation from humanitarian need.

1.2. Government of Ethiopia and its Partner Response

On 22 June, the National Disaster Risk Management Commission (NDRMC) and humanitarian partners launched a Multi-Sector Response Plan² with a budget requirement of US\$117.7 million targeting 818,250 people displaced by the Gedéo-West Guji violence. The Plan aims to address life-saving needs, ensure dignified temporary living conditions, mitigate/prepare for potential public health outbreaks. Since then, over 25 humanitarian organizations including seven UN agencies are providing assistance to the displaced people. Furthermore, in response to the growing humanitarian needs of the people displaced, the Government and partners have also established Emergency Operation Centres (EOC) in Dilla town of SNNP region and Bule Hora town of Oromia region. The operational hubs enabled Government and partners to provide a coordinated and prioritized life-saving food and non-food assistance.

The Government remains committed to a political solution to the conflict and maintains its commitment to relocate IDPs to their places of origin, an exercise that began in early August. The Federal Government together with the Oromia and SNNP regional authorities is working on finding a lasting solution to the IDP crisis. For this, the Aba Gadas (traditional leaders) from both West Guji (Oromia) and Gedéo (SNNP) zones, have continued convening a series of peace and reconciliation conferences since 28 July to encourage a voluntary return of IDPs to their places of origin. The national plan to end violence and return IDPs in Gedéo and West Guji zones is being executed through the National Steering Committee, Emergency Response and Rehabilitation sub-committee and Peace and Reconciliation sub-committee.

In light of the change in context, given the ongoing return, and to make the response process effective, the Government and partners finalized a new response/recovery plan for the Gedéo-West Guji IDPs/returnees. The precise number of returnees is not yet clear - but the government intends to have all IDPs return to their places of origin before end of the year. The joint plan will ensure a coordinated and un-interrupted support in current areas of displacement and the pre-positioning of staff and relief items in areas of return. Although Government of Ethiopia and its humanitarian partners are continuing their important efforts to provide relief to this vulnerable population (emergency shelter and non-food items, emergency food assistance, water, protection, cash grants, etc.), more sustainable solutions need to be put in place to support the return of IDPs to their areas of origin. This large-scale return will require that substantial amount of resources be directed towards the rehabilitation of damaged basic services and productive assets in order to rehabilitate the areas most affected by the crisis.

1.3. Rationale for UNDP's Involvement

Given its globally-recognized capacity to support the stabilization, recovery and peace building processes, UNDP is uniquely well positioned to support an intervention of this type. This capacity has been acquired over many years of assisting governments in transition process, especially in fragile environments and conflict-affected settings. While humanitarian agencies provide invaluable and critical short-term responses to large-scale displacement scenarios, UNDP works with the Government to balance short-term responses to addressing the impacts of displacement with long-term sustainable development solutions.

UNDP will work with Government of Ethiopia and communities affected by the unprecedented violent conflict to help them cope, rebuild, recover and protect development gains. By harmonizing humanitarian and development interventions, UNDP will contribute to the rehabilitation processes of institutions and communities to withstand shocks and open the door to a UN-integrated response for this displacement crises. This approach aims to build resilience while ensuring that communities not only cope and recover from crisis but also improve the longer-term development prospects needed to move towards lasting peace and prosperity.

Through a resilience-based development approach, UNDP takes a longer-term perspective from the outset, focusing on strengthening the capacity of communities to cope with the crisis through immediate emergency interventions, by bolstering livelihoods, infrastructure and basic services; recover from the socio-economic impact of the crisis by regaining productive assets; and sustain this recovery toward development through a functioning and peaceful socio-economic and political environment where development gains are protected. UNDP will also help local governments bolster basic services to respond to the increasing demands and strains placed on conflict affected communities including host communities. To this end, UNDP is carrying out tailored assessment aimed to get broader understanding of the damage and loss in different sectors and the socio-economic and livelihood recovery needs. In addition, undertaking conflict-development analysis to inform programmes for social cohesion, peace building and conflict prevention. Given the ongoing massive humanitarian response in the IDPs sites and Government of Ethiopia's effort to voluntarily return displaced people to their place of origin, UNDP will immediately start the implementation of this project and realign existing programmatic, human and financial resources. This is because, the large number of IDPs who have returned to their areas of locality need to quickly find ways to stabilize livelihoods, reconnect with their communities, recover trust in institutions and feel safe. The project will build on the lessons learned and experience acquired from existing and completed project and develop new mechanisms to better address the new context and emerging needs.

II. STRATEGY

2.1. Objectives and Theory of Change

The goal of this project is to contribute towards safe, dignified and resilient lives among displacement affected communities through enhanced livelihoods restoration, accelerated socioeconomic recovery (help kick-start economic activity and employment opportunities) and support for peace building efforts. The overall objective is to promote recovery with resilience for the more heavily conflict-affected areas and to lay the foundation for longer-term peace and stability by restoring assets and livelihoods, rehabilitating critical infrastructure, strengthening community managed conflict management systems and reconciliation processes, restoring trust and confidence, and by encouraging positive inter-communal and intra-communal interactions. The project specifically envisions at supporting the Government of Ethiopia's effort in finding political solutions that leads to more inclusive, transparent, responsive and accountable governance, thus laying the groundwork for lasting reconciliation as well as sustained reconstruction and development.

The Theory of Change assumes that

- If long-standing grievances and structural underlying causes of disputes are addressed, if a critical mass of Gedeo and Guji communities embrace a shared identity based on unity in diversity, and if new peace leaders emerge, then relationships among divided groups and communities will be positively transformed, thereby increasing social cohesion, resilience and prospects for sustainable

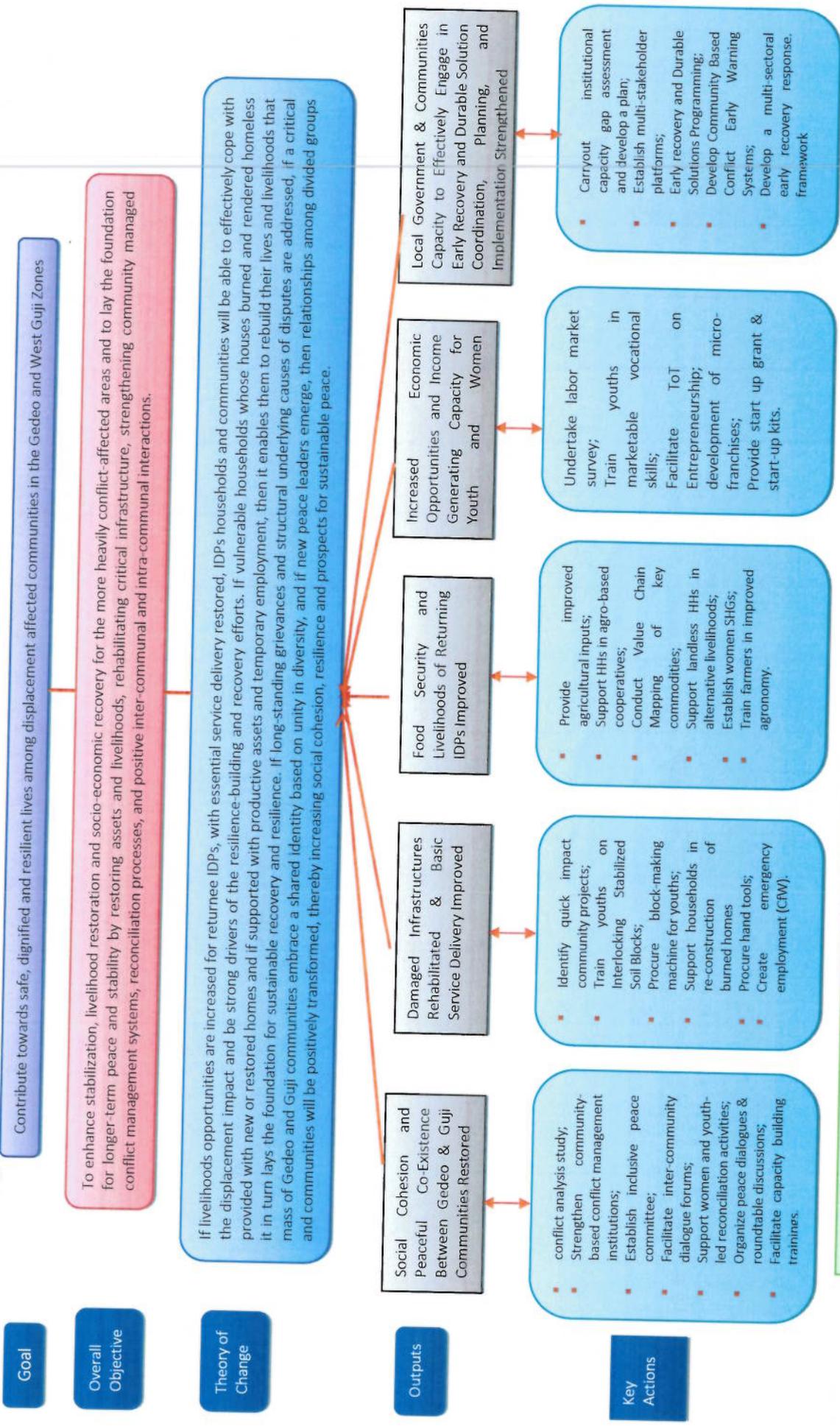
peace. If key actors from Gedeo Guji communities are given the opportunity to interact, then they will better understand and appreciate one another, be better able to work with one another, and prefer to resolve conflicts peacefully. If religious and other community leaders such as Abba Gedda;s are supported in their efforts to prevent violence, promote peace and address trauma, they will be more able to help rebuild social cohesion within and among communities and can play a more effective role in peaceful transition processes.

- If socially and economically vulnerable households living in Gedeo and West Guji zones whose houses burned and rendered homeless provided with new or restored homes and if supported with productive assets and temporary employment, then it enables them to rebuild their lives and livelihoods that in turn lays the foundation for sustainable recovery and resilience;
- If livelihoods opportunities are increased for returnee IDPs, with essential service delivery restored, IDPs households and communities will be able to effectively cope with the impact of the current crisis and be strong drivers of the resilience-building and recovery efforts.
- If youth have an opportunity to increase their work readiness skills and engage in wage and self-employment, and when development actors (i.e., government line offices, public and private training providers such as TVET colleges and Polytechnics , and public and private employers) provide higher quality, more coordinated services that equip youth with the market relevant skills and resources to be linked to economic opportunities, then stable sources of income for vulnerable youth will be increased over the long term.
- If smallholder farming households improve their productivity through access to inputs and improved agronomic practices, if producers increase their knowledge and adoption of climate smart agricultural techniques and technologies, better target crop production to market demand, diversify their income sources (on farm, off farm and non-farm IGAs), if animal husbandry practices improve and become more market oriented, if these communities are better linked to markets, then they will have greater resilience to shocks, & will overcome chronic poverty.

2.2. Policy Coherence

The project is closely aligned with the 2018 Humanitarian and Disaster Resilience Plan (HRDP) Pillar III: National systems strengthening Recovery and the Government of Ethiopia multi-sectoral Response Plan to Internal Displacement around Gedeo (SNNPR) and West Guji (Oromia) Zones. Furthermore, it is fully aligned with United Nations Development Assistant Framework (UNDAF) and UNDP Country Programme Document (2016-2020) contributing to Pillar II Outcome 3: *By 2020, an increased number of Ethiopian people particularly in disaster prone areas are more resilient; have diversified sources of income and are able to better prepare, respond to and recover from emergencies and disasters.* The project will also contribute to Goal 16 of the Sustainable Development Goals (SDGs), which seeks to *"Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels"*

Programme Intervention Logic

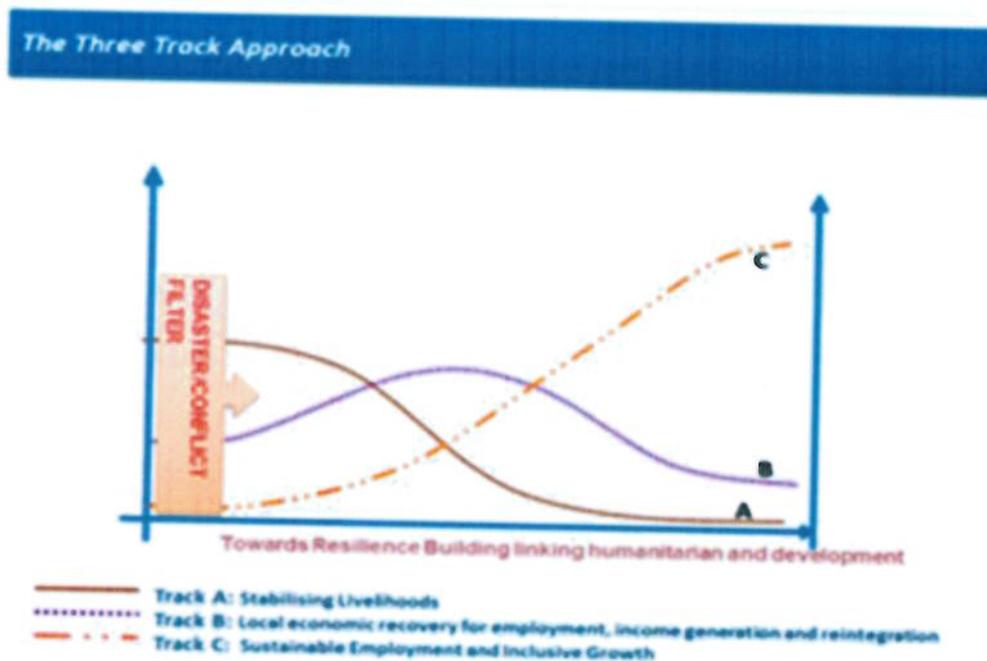


No extreme weather events which could possibly undermine project results in the livelihood and economic recovery; Ethiopian authorities at local, regional and federal level are willing to cooperate; returnee IDPs and communities in the place of return are willing to collaborate; sustained financial resources are available from the donor community in a timely and consistent manner; the security, political, social and environmental situation permits appropriate access to geographic areas and communities

Programme Intervention Logic

2.3. Implementation Strategy and Approach

The project will adopt the 3x6 approach as the main implementation strategy. The 3x6 is an innovative UNDP programme approach to support livelihoods stabilization as part of UNDP's Early Recovery response for vulnerable groups affected by crises triggered by disasters or violent conflicts. The foundation of the 3x6 approach is to use skills, resources and local expertise to transform crises affected individuals into proactive economic actors contributing to local economic recovery and the transition to long term development. The 3x6 approach has been identified as a good practice model to operationalize the three-track approach (see below illustration) of the UNDP Guide on Livelihoods and Economic Recovery in crisis and post crisis contexts. The approach builds on traditional elements of socio-economic interventions – putting people to work, injecting money into local economy – while introducing innovative dimensions: promoting individual savings and engaging emerging entrepreneurs in joint economic ventures based on compulsory savings, promoting social cohesion by encouraging members of the community to organize themselves into collective economic activities and creating ownership at both individual and community levels through sharing risk investments.



- Livelihoods stabilization, through Emergency employment and/or enterprise recovery Track A
- Enterprise development and support in rebuilding enterprises Track B
- Policy level support and development Track C

The proposed stabilization and recovery support project will apply humanitarian- development - peace building nexus - "the new way of working"- to bridge the gap between humanitarian and development activities. The following phased and two-pronged approaches will help shape implementation strategy:

- i) a surge of high-impact, early recovery interventions in the period of stabilization for rebuilding lives and livelihoods while humanitarian operations continue in tandem; and
- ii) a smooth transition toward medium-term recovery and resilience building through investments in social cohesion, productive capital, and social infrastructure.

Key elements of the proposed approach are the following:

- a) Respond to the immediate early recovery needs of returning IDPs and communities in the place of return to bridge the gap between humanitarian support and medium-term development in areas that severely affected. While focusing primarily on medium-term multi-sector recovery and strengthening of social cohesion, the project will facilitate the transition from humanitarian operations to early recovery. In this regard, the project will help scale up the provision of livelihood restoration assistance to vulnerable populations.
- b) Facilitate the restoration of the social fabric and peaceful co-existence between diverse social groups, by bringing different groups together, and supporting initiatives that address some of the root causes of the conflict, as well as providing technical support to those affected by the conflict.
- c) Sustainably restore and improve service delivery and economic livelihood opportunities across sectors, through maintenance, reconstruction, and rehabilitation.

2.4. Cross cutting Issues and Programming Principles

In order to achieve the project objective and theory of changes outlined above, a set of guiding principles has been defined for the strategy and the following cross-cutting concerns have been identified. These will be applied throughout its implementation:

2.4.1. Gender equality and women empowerment: The conflict has had disproportionate impacts along gender lines, making it a factor that needs be considered when planning and implementing recovery efforts. This project seeks to contribute to better co-ordination and a response that places a gender-sensitive response to the wider causes and consequences of conflict at the center of a joined-up approach to prevention of sexual violence. Despite shifting gender roles, women and girls remain disadvantaged in terms of opportunities and still have restricted access to productive resources and they face more difficulties than men in gaining access to work and productive employment opportunities. These challenges, among others, result in women's production potential to remain untapped. This is particularly important in the context of Gedeo-West Guji zones where men dominate and control social, economic and political life.

The inclusion of women is an essential, if not the most important, element to understanding the roots of conflict and to developing innovative, viable solutions that can help establish sustainable peace. The importance of bringing gender into peace building is not limited to addressing women's economic, social or justice needs. Instead, a gendered perspective represents peace building as a process of inclusion. Ensuring women's participation in stabilization, livelihood recovery and peacebuilding processes, is not only a matter of women's rights; women are crucial partners in ensuring economic recovery, social cohesion and peaceful co-existence. UNDP strives to promote gender equality, in which both men and women have equal opportunity to benefit from and contribute to economic, social, cultural, and political development; enjoy socially valued resources and rewards; and realize their human rights. Accordingly, this project will pursue an integrated approach with an effort to assess the different implications for women and men within all activities, all areas and at all levels of the project. It will analyze and consider the socio-economic environment in which women sustain their livelihoods and make programming decisions to ensure that women benefit from project's interventions. In addition, it must demonstrate how Sexual and Gender Based Violence (SGBV) or concerns are taken into account in target community selection and project design.

UNDP will continue to ensure the project is equally benefiting men and women as far as possible. Each selected group of community leaders includes women who are involved in community engagement and received capacity building opportunities, such as interest-based negotiations and peacebuilding training. The advanced training includes a more in-depth study and use of tools for facilitating conflict analysis, conflict sensitivity, and mediation and promoting community dialogue. The process of identifying community support projects is participatory in nature and makes sure that the views of vulnerable groups and minorities are represented. Women will be consulted through focus group discussions on their needs and priorities in terms of community support projects. Projects that address the needs of vulnerable groups,

including women, women headed households, and young girls will be prioritized within the framework agreed by communities

2.4.2. Conducting an in depth socio-economic and livelihood recovery needs assessments: The first step of implementation will be to carry out holistic assessments to understand community dynamics, needs, and priorities in the Gedeo and West Guji zones. This assessment also will provide contextual information on markets, conflicts and hazard maps, socio-economic status, health, education, household assets and activities, community assets mapping and livelihood opportunities with a special attention to gender and social inclusion issues. Ultimately, this assessment phase is intended to help understand the suitability of the stabilization and recovery project for each targeted vulnerable community, the likelihood of meaningful impact by this project, and the potential pitfalls of working in, among, and between communities. These rapid assessments also will be the major factor in determining where, how, and when UNDP and the Implementing Partners (IPs) will scaling up this project. At the same time as the rapid assessments are being performed, the IPs is empowered to identify obvious needs in the most vulnerable communities that would give them an opportunity to begin their rapid response actions in consultations with the communities and key governmental stakeholders as well as development partners.

2.4.3. An integrated, inclusive, community-led approach: Conflict mitigation efforts can be successful at the community level, and in order to be more sustainable require the involvement of many stakeholders, most prominently the federal, regional and local governments. An inclusive, multi-sectoral approach to addressing targeted communities' needs is an overarching goal, which will let them drive interventions and build capacity to carry out such work while putting development vision, success, and ownership into the hands of community members. The project will also promote active participation and support of key stakeholders within the target communities. The level and quality of community involvement will fundamentally influence:

- a) The likelihood of obtaining results that are relevant and representative of the community's issues;
- b) the sustainability of outcomes;
- c) the expansion of results to other beneficiaries within (or even beyond) their communities; and
- d) the emergence of new development ideas.

UNDP and implementing partners will ensure that community members from across a wide spectrum, particularly marginalized groups, such as women, are directly engaged in the identification of community recovery priorities, and in the design and implementation of the projects as decision makers. Existing structures and organizations in the targeted communities will be used when they are or can be modified to be inclusive and ensure the direct engagement of this broad spectrum of community members. In order to obtain a full local buy-in, planned activities will reflect local realities and be based on locally identified priorities. Engage women and youth playing key roles of 'change agents' in building and rehabilitating their communities and in the resolution of conflicts, building on existing capacities to enable them to become equipped with all the skills necessary for the management of their own community activities.

2.4.4. Inclusion of rapid response, within acceptable cost, visible, high impact activities (short-/medium-term, beginning as soon as possible but no later than a month after identifying target communities): Stabilization is a medium- to longer-term objective, but in order to achieve these objectives in the Gedeo- West Guji displacement context, the IPs must be able to demonstrate the intentions of the project as soon as possible in the implementation process. Weary of assessments and unfulfilled promises, most of underserved IDPs, vulnerable communities are distrustful and wary of new projects and promises. As such, this project must quickly demonstrate visible impact at the community level in order to begin to build relationships and trust with community leaders and participants. Process, albeit expedited, cannot be lost during this phase as communities may value it equal to or more than the deliverable itself. The activities will respond to returnee's immediate early recovery needs, selecting so-called "low hanging fruit" that will benefit the greatest number of people in a target community without creating resentment or conflict within and between communities. This effort should lay the groundwork for longer-term interventions that will continue to address the stabilization objectives in the coming years.

2.4.5. Conflict-Sensitive Approach and Do No Harm: An understanding of the history behind the conflict along with the current situation provides a useful, if not essential point of reference within which this program has been developed. Having good conflict analysis which includes identification of root causes, involved actors, types, sources and characteristics is important to ensure effective programming through ensuring Do No Harm. Therefore, the project will conduct conflict analyses to identify how activities should be structured in such a context and what are the direct and indirect effects of the project on the conflict and the broader environment, based on the "Do no harm" principle. The conflict contextual analysis will include conflict mapping to identify flash points and will result in a better understanding of the divisive issues driving intercommunal conflict and the primary reasons why people resort to violence. Attaining a clearer view of the various conflict dynamics and drivers will assist in identifying the level and type of efforts necessary to intervene effectively. Some situations will merit a simple approach solely at the community level while others may require complementary efforts at higher governmental or other institutional levels. The needs assessment will identify those government offices, committees, traditional councils and individuals that are key stakeholders in resolving conflict and thus warrant engagement. The assessment's findings will also identify and prioritize opportunities for engagement and describe entry points for follow-on activities.

Furthermore, the conflict analysis undertaken will help ensure the conflict sensitivity of the stabilization interventions. Based on issues identified through the analysis, relevant short-term dialogue or mediation interventions that will help local leaders and community groups resolving conflicts can be supported. Furthermore, concerted efforts will be made so that project activities do not cause negative spill-over effects on individuals and local communities in target localities. Conflict sensitivity will be central to this project, ensuring proper identification and mitigation of conflict risks as well as and monitored throughout the project life to maximize existing peace initiatives and gains.

2.4.6. Coordinating, resource leveraging, coherence and Linkages: An increasing number of actors are present and establishing operations in response to the crisis in Gedeo and West Guji zones. Regular contact with these diverse partners to coordinate, share analysis and strengthen synergies will allow for better impact. UNDP views coordination as crucial in order to avoid duplication of effort, maximize the appropriate use of scarce resources and ensure that all development actors are providing assistance that builds on each other's work. Hence, maximum effort will be done to strengthen coordination among partner as it could enhance the project development effectiveness through reduced costs by eliminating redundancies, ensure that multiple actors within the same location have complementary approaches; and provide opportunities to leverage various pools of funding. This project will be implemented in a holistic and coherent manner that ensures activities complement rather than duplicate existing initiatives. It will avoid isolated and fragmented interventions by ensuring that all activities are coordinated with government institutions, UN agencies and NGOs led activities in the various localities. Furthermore, close dialogue will be maintained between UNDP and implementing governmental entities throughout the life of the project to ensure that there is sustained high level commitment from government officials during the implementation of the project.

III. RESULTS AND PARTNERSHIPS

3.1. *Expected Results*

OUTPUT 1: SOCIAL COHESION AND PEACEFUL CO-EXISTENCE BETWEEN GEDEO AND GUJI COMMUNITIES RESTORED

The aim of this output is to foster positive and constructive inter-ethnic communication that can reach a broad range of people, centered on common problems, needs, and solutions through creating opportunities that can help break down the invisible barriers that have communities in separate silos. Lessons from other conflict and crisis contexts highlight that rebuilding trust and cohesion is as essential as the restoration of services, economic revitalization, and building livelihoods. Enhancing peace and social cohesion constitutes the backbone of the overall recovery efforts and builds the foundation for the effective and smooth implementation of all project interventions. Therefore, social cohesion will be supported through participatory planning and promoting community projects that involve joint work by returnee IDPs,

communities in place of return and among conflicting communities. Activities included under this output will promote improved understanding, confidence building and development of shared interests across key ethnic groups in order to support peace-building and wider social integration and peaceful co-existence.

Managing and resolving community disputes requires trust and effective communication between leaders of diverse communities and local government institutions. The project will identify and support a coalition of leaders and local authorities who are trustworthy, legitimate, and empowered to effectively resolve community-level disputes and drive change within their constituencies and regional structures in an inclusive and sustainable manner. Efforts to resolve conflicts at the local level will require locally led processes to undertake conflict analysis to better understand the causes of tension. The conflict analysis undertaken will help ensure the conflict sensitivity of the stabilization interventions. Based on issues identified through the analysis, relevant short-term dialogue or mediation interventions that will help local leaders and community groups resolving conflicts can be supported. The project will enhance the collaborative negotiation and mediation skills and strategies of community leaders and local government officials within informal and formal governance systems, and mentors these stakeholders as they de-escalate violent conflicts, and resolve inter-communal disputes to ensure they do not erupt into violence. The project will work directly with local authorities to identify effective community-level dispute resolution mechanisms. This will enable beneficiaries to gain confidence in project activities and mitigate risks of incidence of potential conflicts. Training sessions will focus on peace building and reconciliation, conflict resolution, mediation techniques and rights of those most vulnerable.

The potential for advancing social cohesion and reconciliation in Gedeo-West Guji zones requires the inclusion of groups and communities with different religious and ethnic backgrounds to come together and work for common interest. In line with this, the project will consider societal stakeholders that have a great interest in reconciliation and peacebuilding, but who do not have a strong or organized voice, e.g., youth, displaced people, and women. UNDP strongly believes that supporting communities in locally led and culturally appropriate approaches to conflict management, reconciliation, conflict mitigation, dialogue, inter-group relationship and trust building will have a transformative and positive impact on social cohesion and peaceful co-existence. Therefore, support for social cohesion and local peace building aims at making communities more resilient and cohesive through the strengthening of peaceful interaction and community participation by setting up local peace champions that bring together local authorities (government, traditional, and religious) and representatives of different segments of the population. These groups will be in charge of assessing social cohesion and peace building needs at the community level and facilitating the identification of priority activities, to address these needs in a participatory manner. Social cohesion will be strengthened through addressing conflict drivers at the community level, enhancing inclusion, fair community resource allocation and sense of belonging through participatory mechanisms.

OUTPUT 2: DAMAGED INFRASTRUCTURES REHABILITATED AND BASIC SERVICE DELIVERY IN GEDEO WEST GUJI ZONES IMPROVED

The sustainable restoration and improvement of damaged infrastructure and social services is crucial to societal normalisation and stabilisation in the severely conflict-affected areas, as well as for creating conditions for eventual IDPs returns. In the stabilisation phase, the focus will be on the reconstruction of essential and basic infrastructure, health and education facilities, while promoting farmer-driven recovery through the provision of seeds and fertilizer, as well as homeowner-driven reconstruction of houses for the most vulnerable population. This stabilisation phase will also focus on restoring basic services and providing social safety nets. Livelihoods and basic services have not settled back to pre-conflict conditions, fuelling a terrain for extreme poverty, violence, further displacement and instability in general. The rehabilitation and improvement of damaged social services and productive infrastructure are crucial to stabilization and socio-economic recovery plus a prerequisite to create an environment for the return of those displaced. In order to ensure that families have access to basic services and infrastructure on their return to the place of origin, there is an urgent need to rehabilitate infrastructure across the area, including schools, health facilities, water schemes, access roads, bridges, etc... The prioritisation of which damaged public infrastructure needs to be rehabilitated will be identified in a participatory and inclusive way.

The design of the CfW program and the selection of subprojects in the community would initially be based on consultations with communities. This would allow the selection of project types to be based on community priorities and needs. Micro projects selected by communities will have to comply with certain criteria to assure they are feasible and contribute to the objective of the project. A key principle is to ensure that both the selection process and the infrastructures themselves do no harm in already polarized communities and, to the extent possible, contribute to social cohesion in the beneficiary communities. The criteria are that infrastructures:

- Bring socio-economic benefits at the community level, including a significant percentage of displaced people and surrounding communities, and not to individuals;
- Involve no or minimal relocation impact;
- Benefit different religious and ethnic groups within the areas of project intervention in an equitable manner;
- Are implemented by labour-intensive construction methods and use locally available building materials whenever feasible;
- Be technically feasible and environmentally and socially sound and include a focus on vulnerable groups;
- Be constructed on lands for which ownership is clearly established, and not subject to dispute.

The output of public works programs has a double benefit, with temporary jobs providing wage income to participations, and the creation of public goods. Furthermore, temporary emergency employment interventions enable the rapid injection of cash into the local economy and also mobilize activities that benefit entire communities. This approach will help to ensure that affected families become direct recovery agents while serving to inject cash in the communities and facilitate the procurement and distribution of tools, building supplies, equipment, training and technical capacity. This will generate immediate employment for 4,000 IDPs households through the creation of a targeted Cash-for-Work (CFW). Through a community targeting mechanism, an inclusive committee will select beneficiary households for the cash transfers and will deliver the accompanying measures. Beneficiaries would be the heads of households who are IDPs themselves, or who are hosting IDP returnees, or are particularly vulnerable, and who have been identified through the community targeting process. Members of beneficiary households will be registered in a database.

In conflict affected areas, the natural environment is often seriously degraded due to the direct damages and the overall lack of management and care. Traditional building techniques often consume a lot of natural vegetation including wood and the massive reconstruction needs risk to further accelerate the environmental degradation. An important aspect of "building back better" is the use of appropriate technologies that help preserve the environment, are affordable and create new livelihood opportunities. Interlocking Stabilized Soil Block (ISSB) technology is one such technology that is gaining growing recognition. Compared with conventional house construction, it offers lower construction costs at comparable quality, it is affordable, environmentally sound, user friendly, performs well, versatile in use and is suitable for a wide range of environments, and dramatically reduces the impact on the environment. After completing a ToT level training, youths will form a group/Cooperative and UNDP will provide the machine so that the unemployed youth can acquire both the production skill and machine. This will help young people in the rural areas to afford the machine and start producing affordable interlocking blocks which are cheaper than the other building stones. In addition to creating a job market for the youth people will be able to put up houses, water tanks using the interlocking blocks and saving on cost.

OUTPUT 3: INCREASED ECONOMIC OPPORTUNITIES AND INCOME GENERATING CAPACITY FOR YOUTH AND WOMEN RETURNÉES

Youth are a priority population, with the highest tendency to spreading rumours and grievances; are the least employed by formal institution and with fewer economic opportunities; tend to engage in more aggressive behaviour, potentially leading to instability; and have proven most likely to embrace the

entrepreneurial spirit essential for stimulating a vibrant local economy if given the opportunity. Supporting youth is a fundamental element of sustainable recovery and peace building in the Gedeo West Guji displacement context. The lack of employment and livelihood opportunities, in particular for young people, is one of the major causes of frustration and discontent, and a possible 'push factor' in the incitement of individuals to violence. Economic reintegration opportunities for youths including diversification of livelihoods sources are constrained by weak socio-economic absorptive capacity in the communities as well as limited economic and environmentally viable livelihood options caused by fluctuations in rainfall and drought as well as distress related to personal and land tenure insecurity. Not only are opportunities for off-farm income and wage jobs limited, but also youth tend to have low levels of literacy and work-relevant skills and limited access to livelihood assets. Reintegration is further constrained by the lack of start-up capital combined with the dearth of financial services such as micro credit, value chains, savings, markets and advisory services to allow youths to engage in sustainable livelihoods. Therefore, strategies will be designed with the input of young people and include initiatives addressing young men's and women's needs and concerns. In this perspective, vocational training and economic engagement for young people are a critical for recovery.

Activities under this output focuses on rural male and female youth to help them improve their skills to be able to become self-employed, largely in value-added activities in agribusiness and other rural micro-enterprises. Specifically intends to assist potential entrepreneurs to form enterprises that have good potential for growth and the hiring of other youth. Rural enterprise development that can assist microenterprises to identify good market-based opportunities and to grow their enterprises is key to the success of this component. This project will support more diversified livelihoods opportunities, enterprise recovery, and skills development for youths and women, including the most vulnerable groups. Project will increase stable employment for vulnerable male and female youth in rural areas by providing them market development support services in agriculture-supporting value chains that are likely to provide opportunities for youth to become employed. The project will assist by provision of demand driven workforce readiness, entrepreneurship, marketable skills, microenterprise skills, increase their understanding of foundational economics principles, and develop a comprehensive set of skills that are both technical and interdisciplinary in nature in order to enhance their abilities to find gainful employment or to start businesses in areas with clearly identified demand. Type of vocational skills will be identified by the assessment of the labour market demands and the positive identification of business opportunities. When youth gain relevant skills, and have opportunities for social and economic engagement, and when community stakeholders are supportive of youth efforts, then youth will be more resilient to the impact of conflict and violence. Business start-up support (possibly including vocational training, business training, business start-up support, business mentoring, business development services, access to micro-finance and provision of appropriate technologies such as processing equipment, etc.) will also be provided. This includes: individual start-up, group start-up and cooperatives. An entrepreneurial culture will be promoted by providing beneficiaries with business skills training and assistance to develop business plans, accompanied by the provision of a start-up grant.

The underlying theory of change for the proposed output consists of three interrelated processes: the first process delivers life skills, vocational and business development training to young people (input) thereby increasing the number of youth with market responsive technical skills and improved business management skills (output). In doing so more young people can take advantage of prevailing employment opportunities as well as opportunities to start up youth owned enterprises (outcome). Secondly, the delivery of entrepreneurship, financial services & financial literacy training to the same beneficiaries (inputs) will lead to improved uptake and utilization of financial services (output).

OUTPUT 4: FOOD SECURITY AND LIVELIHOODS OF RETURNING IDPS IMPROVED

Agricultural productivity in the Gedeo and Guji zones is constrained by small plot size, limited access to input and output markets, poor knowledge and practice of climate-smart agricultural practices, limited access to finance, and poor animal husbandry management. Key constraints to increased engagement in non-farm livelihood activities for rural vulnerable households include a lack of business and entrepreneurial skills, inadequate technical knowledge, collateral constraints, especially for women, lack of access to finance (including start-up and working capital), and weak market/buyer linkages. These constraints limit the ability

of poor households to diversify their income sources, which in turn, limits their ability to respond to recurrent food shortages and rapid food price increases. Off-farm income diversification bolsters resilience capacities by helping households fill in gaps in seasonal agricultural incomes and adapt to changing conditions in the rural economy and environment. The ability of households to earn income from non-farm livelihoods is an important element to increasing food access and increasing climate resiliency. Increasing the ability of smallholder farmers to participate in and compete in agricultural (crop and livestock) Income Generating Activities (IGAs) and value chains could serve as stepping stones toward increased incomes.

Viable livelihoods are key in ensuring social stability and peaceful coexistence between IDPs and hosting communities and IDPs and communities in return place. Virtually all households in Gedeo West Guji Zones are directly or indirectly involved in agriculture related activities (production, transportation and marketing). Most of the IDPs have relevant skills in crop production, cattle raising, and small-scale business management which, if matched with technical and financial support, could translate into sustainable livelihood options, supporting the revitalization of local economy. Given the increased scarcity in land available for farming, the project will consider innovative agricultural techniques as well as further supporting non-agricultural livelihoods that do not depend as much on land. This may include further support to beekeeping, poultry, dairy farming, and livestock fattening etc. However, these will be developed alongside improved value chain and market assessments and engagement with existing business community to support diversification of income. Climate change remains a major risk to the livelihoods of the rural poor and climate-smart agriculture will be critical to rebuild long-term resilience. Therefore, activities under this output aims to help the returnees resume farming and agricultural related activities through provision of improved agricultural inputs (vegetable, fruit and spices seeds, farm implements etc.), livestock (restocking etc.) and promotion of improved innovative agronomic practices.

Furthermore, large group of IDPs and returning IDPs have backgrounds in business or have skills that could be quickly put to productive use if they had access to start-up capital in the form of small grants, which would in turn boost local economies. Providing financial resources and enabling communities to take the lead in developing and implementing solutions to their problems will promote greater interaction and collaboration between community member (including conflicting groups), enhance communication and mutual understanding, and create a conducive environment for community members to put aside their differences and pursue common interests. The project will facilitate access to financial services, including savings and credit to provide the capital needed for populations in the targeted livelihood zones targeting the most vulnerable to become full and active stakeholders in viable value chains linked to diversification.

OUTPUT 5: LOCAL GOVERNMENT AND COMMUNITIES CAPACITY TO EFFECTIVELY ENGAGE IN EARLY RECOVERY AND DURABLE SOLUTION COORDINATION, PLANNING, IMPLEMENTATION AND MONITORING STRENGTHENED.

A coordinated effort is necessary to ensure that local governance structures (formal and informal) are improved and have necessary capacities to play a critical role in recovery and peace building processes. The objective is to strengthen it, firstly by enhancing the effectiveness of local governments to manage the recovery process and effectively fulfil core functions, specifically for effective and equitable delivery of basic services and social cohesion. Rebuilding the capacities of local governments to restore services is key as it provides the foundation for achieving other recovery objectives. Local governments play an important role in the recovery and peace building process; they are critical in identifying and meeting quickly evolving needs on the ground, in rebuilding and strengthening the social contract where it is severely damaged, and in building social cohesion where fractures are most acute. In addition, local governments are crucial in anchoring interventions in local contexts. They are also critical in ensuring local ownership of processes designed to achieve the short-term recovery goals and build the long-term resilience of communities and of institutions at all levels. Despite the tremendous efforts by the Government and development partners, the capacity of local institutions is still not adequate to address the multifaceted challenges created by the current displacement crisis. Thus, capacity development of local partners and authorities to effectively plan and implement recovery interventions is one of the key focus areas of the project, which will promote participatory and inclusive decision-making processes.

In the areas of return, the provision of services will rely as much possible on national institutions. In this regard, capacities of actors will be progressively reinforced to ensure a proper transition and sustainability

of the service delivery. Maximum effort will be made to support strong local government engagement in the early recovery process through capacity development at all stages of the planning, implementation, and monitoring processes. Capacity building for local government (local communities, local and national institutions) will be prioritized in order to strengthen national response mechanisms and ensure the sustainability of the recovery support, including greater integration of IDPs assistance within government development planning and budgeting systems. UNDP will ensure that project achieves these aims, by engaging local government institutions in every step of implementation, building technical and management capacity within targeted institutions and communities, working with or through local actors (including the local private sector) when appropriate. To this end, the project will undertake capacity assessment to determine how to provide coordinated capacity-building support for efficient and effective program implementation. The intention is based on the assessment findings to recruit and deploy technical experts to support local authorities with inclusive and participatory coordination, recovery planning, budgeting, implementation, and monitoring functions as well as liaise with the relevant line ministries.

An added emphasis will be put towards the promotion of building the capacity of communities and local stakeholders to promote local economy, reduce violence, and promote peace and reconciliation. This will be accomplished by supporting communities to establish or strengthen community management structures and build or enhance their capacity in managing conflicts and promoting reconciliation and peaceful co-existence. Enabling the engagement of local communities and key stakeholders particularly in planning and implementation of recovery and peace building efforts will be particularly crucial, as this ensures buy-in as well as direct relevance of efforts to actual needs, thus building the legitimacy of these efforts.

3.2. Resources Required to Achieve the Expected Results

The project is estimated to require a total of USD 20 million over a four-year period to meet its ambitious scope and to maximise impact on the lives of targeted populations. Managerial capacity, as well as technical expertise will be needed to ensure programming quality. It is envisaged that it will be funded through different donors, who have the possibility to support specific components. To minimise the funding gap for the present project, a resource mobilisation plan will be developed identifying key potential donors for direct and parallel support to the achievement of the proposed results. At the time of writing, a number of bilateral exchanges were taking place with donors which require additional time for concretisation. The resource mobilisation plan will be updated and reviewed bi-annually by the project board. It is assumed that during the lifespan of the project, the support to an enabling environment for sustainable return and reintegration will foster opportunities for donor engagement seeking to transition beyond humanitarian assistance and particularly seek reaching out to non-traditional donors.

The project will establish its implementation team and lead the achievement of results in accordance with UNDP Rules and Regulations. The implementation of the above described interventions will require a dedicated project team based in Bule Hora and Dilla, and overseen by, the senior Programme Manager. The team will be supported by the programme analyst and resilience specialist in terms of day-to-day operations and coordination with partners. In addition, start-up support, especially in terms of critical procurement and recruitments, will be provided by the UNDP country office based in Addis Ababa. The country office will also oversee the quality of results and the effective implementation of the accountability system. Most items supporting the implementation of the programme will be procured and/or produced locally as part of programme implementation. The largest foreseeable purchases relate to the supply of agricultural inputs and construction materials, as well as to farm implements.

3.3. Partnerships

UNDP is keen that a proper partnership strategy is in place to enhance synergies, partnership and alliances with various stakeholders. Coordination and synergy will be sought with bilateral and multilateral partners (donors, international NGOs, UN agencies and local institutions), according to their respective mandate, comparative advantage and technical expertise. Moreover, harmonization of practices will be sought with all partners, including UN agencies (in particular with IOM, UN HABITAT, UNOCHA, WFP, UNICEF) currently engaged in the target areas. The scope and modalities of their involvement will be explored, and where possible coordination and collaboration will be pursued with a view to enhanced effectiveness of the overall

effort, thus also contributing to the UN vision in terms of close coordination and 'delivering as one'. Given the mandates and technical expertise of the different agencies, and the existing partnerships between them, many possibilities for collaboration and coordination will be pursued and existing partnerships expanded upon.

In line with UNDP policy on Early Recovery, the project will utilize national capacities to the extent possible, while taking into account its current limitations. Cooperation with key stakeholders such as National Disaster Risk Management Commission (NDRMC), Oromia and SNNPR regions Disaster Risk Management and Food Security Bureaus, local authorities, local business owners and private sector companies, UN agencies, NGOs and civil society organizations will be critical to achieving results as sustainable recovery and durable solutions to displaced people requires their cooperation, commitments and resources. All activities will be implemented in close cooperation and partnership with local counterparts to ensure their full ownership and future sustainability. Enabling the engagement of local communities and key stakeholders particularly in planning and implementation of recovery and peace building efforts will be particularly crucial, as this ensures buy-in as well as direct relevance of efforts to actual needs, thus building the legitimacy of these efforts. Given the strong complementarities between the UN and NGOs based on their respective mandates, capacities, and comparative advantages, their close cooperation and partnership are essential especially in the Gedeo Guji crisis.

It is expected that over the next few months, other development partners will continue to support the Government of Ethiopia efforts on voluntarily returning displaced people to their place of origin, strengthening socio-economic recovery and durable solutions. UNDP will coordinate closely with other partners to minimize the duplication of efforts among actors and maximize the degree of coordination and program effectiveness. Multiple government agencies also exercise roles and responsibilities which have direct implications on the success of sustainable return and recovery of displaced peoples; hence, an inclusive coordination structure based if possible on existing mechanisms will be supported to ensure overall coordination of the activities, issues solving and monitoring of the strategy. In light of the existing and planned recovery strategies and programs by the GoE and development partners; therefore, this project seeks to be complementary to those strategies and programs, avoiding overlaps and gaps.

3.4. Risks and Assumptions

The assumptions for the success of the project and its implementation include:

- Continuation of the peace building processes resulting in increased institutional and political collaboration between the different levels of government (Federal, Regional, Zonal, District and Kebele level) as well as communities;
- The Gedeo-West Guji areas will not experience extreme weather events which could possibly undermine project results in the livelihood and economic recovery;
- The security, political, social and environmental situation permits appropriate access to geographic areas and communities, and relatively uninterrupted work can occur with relevant partners, and target groups throughout the duration of the project;
- Ethiopian authorities at local, regional and federal level are willing to cooperate with the implementing partners;
- Returning IDPs and communities in the place of return are willing to collaborate with the implementing partners;
- Significant flexibility is achieved allowing scope for manoeuvre in identifying the most appropriate delivery mechanisms and in responding to emerging opportunities and changing political, security and economic dynamics;
- Sustained financial resources are available from the donor community in a timely and consistent manner plus complementary initiatives are developed by development partners and Government of Ethiopia in order to maximize impact.

Risk	Likelihood	Mitigation Measures
The security situation in Gedeo West Guji further deteriorates, resulting in a new large-scale displacement which will cause an emergency detracting from the recovery/development agenda.	High	Local resource and ethnic based conflicts are common in the target food insecure areas and it requires tackling underlying causes of conflict. The project already integrated promotion of social cohesion and peace building as one of the output. In addition, project implementation will be guided conflict sensitivity and do no harm principles. The Project will be flexible to respond to changes in the security environment.
Poor coordination between the different components of this programme within a geographic area as well as among partners	High	Dialogue, coordination and collaboration on issues of mutual interest and concern will be discussed within the relevant working group settings. Through informal coordination and consultation with key stakeholders including government of Ethiopia, humanitarian and development partners, harmonization of strategies and approaches will be promoted.
Targeting could exacerbate ongoing tensions in the area by favouring one ethnic group/area over another.	High	Beneficiary selection and targeting will be done at the community level in a participatory manner by an inclusive committee and will be based on the communities' socio-economic profile (with special consideration given to the proportion of female-headed households) plus with agreed clear eligibility criteria. Knowledgeable people will be mobilized to define the criteria and methodology for the selection ensuring fairness, impartiality and transparency.
Resistance to greater opportunities and inclusion of women and marginalized groups in governance, decision-making and livelihoods.	Medium	The project will use a rights-based approach and promote the entitlement to non-discriminatory access to public services, the rights of women, children and disabled persons in line with the corresponding UN Conventions. Dialogue, coordination, sensitization and collaboration on issues of women and social inclusion are mainstreamed in activities.
Limited funding availability to address the structural, underlying and root causes of vulnerabilities	High	Sustained networking, strategic level discussion and proactive engagement with development partners in order to have a collective lobbying and advocacy requesting Government of Ethiopia's long-term funding.
Limited capacity in the context of instability might hinder speed of implementation and governance.	High	Capacity constraints on the ground are significant and acknowledged by several humanitarian actors. While the risk is high, UNDP has sufficient experience implementing stabilization and recovery projects both in Ethiopia and globally. To mitigate this risk, there will be enhanced technical and capacity support, and close implementation support to the project. Prioritize activities that could be implemented within the existing capacity and with adequate oversight from UNDP Ethiopia CO.

3.5. Stakeholder Engagement

The project main target groups are returnee IDPs and communities in areas of return. The total number of direct beneficiaries is estimated at around 50,000, of which 30 percent women, including women headed households will benefit from interventions supporting stabilization, social cohesion, infrastructure

rehabilitation, and service delivery restoration and socio-economic recovery. The project's main geographic areas of intervention will be in four woredas of Gedeo and West Guji zones.

In addition to the direct beneficiaries of the project, a major proportion of conflict and displacement affected population of Gedeo Guji zones will benefit from efforts to strengthen the Government's capacity to respond to and manage the recovery process. The people of these two zones will also indirectly benefit from stabilized security, improved socio-economic recovery and peace building outcomes. Furthermore, relevant governmental institutions and local authorities in the four-project target woredas will benefit from participation in planning and consultation processes. The implementing partners, Oromia Disaster Prevention and Preparedness Commission (ODPPC) and SNNPR Disaster Prevention and Food Security Coordination Office will benefit from technical assistance and capacity building activities aimed at improving their ability to lead recovery planning and coordination as well as manage stabilization programmes.

The geographic areas of project intervention are selected on the basis of four main criteria:

- i. Communities with high numbers of IDP returns;
- ii. Communities most severely affected by the intercommunal conflict;
- iii. government priorities so as to ensure full alignment with the overall policy on IDPs and returnees;
- iv. the presence of other projects in view of avoiding overlapping and/or ensure complementarity.

To avoid exacerbating the tensions in the areas by favouring one zone/group over another, target beneficiaries will be identified with caution through a participatory, transparent, inclusive processes as well as through impartial and conflict-sensitive targeting approaches. Eligible beneficiaries would be identified based on the communities' socio-economic profile as well as agreed targeting criteria such as coping capacities, food stock availability, old age, disability, family size, landless families, and other vulnerability criteria to be implemented through a facilitated community targeting process, which would determine who, for how long, how much and with what types of early recovery actions would be supported. Displaced people and communities hosting them are not just survivors but have great potential and capacity to be agents of change and to rebuild their lives. Engaging, involving and partnering with them holds tremendous potential to harness the energy and innovation they can bring to all aspects of solutions and recovery. To date, however, efforts to fully involve the displaced and those who have returned in key planning and decision making have been largely absent.

3.6. South-South and Triangular Cooperation (SSC/TrC)

3.7. Knowledge

Through its integrated approach to rebuilding communities and creating social and economic linkages between these, the proposed project offers a unique opportunity to gather new knowledge on situation changes and community needs in the Gedeo West Guji. The experienced that would be gained through the implementation of this project would be of immense value to the Government of Ethiopia, development and humanitarian partners (UN agencies, NGOs and the donor community) and displacement affected communities in general. As part of its activities, the project will therefore regularly analyse and disseminate knowledge products. Specifically, two annual surveys will be conducted both for output monitoring purposes and to inform programme strategic decision: a socio-economic and livelihoods recovery need assessment, and a conflict analysis study. Results of these two surveys will be reviewed and discussed with community members and local authorities. They will also be disseminated to a broad audience on development partners. The project will also seek lessons learnt from other stabilisation programming taking place in the Horn of Africa region, such as in Sudan and South Sudan. Where possible, sharing of experiences and other forms of cooperation will be sought with countries/locations similar to Gedeo-Guji context.

Furthermore, a communications strategy for an emergency employment and enterprise recovery intervention will be developed and specifically target the following audiences:

- Beneficiaries/participants: who need to be aware of the limited duration of employment; selection criteria, process for setting wages, registration procedure, geographical focus etc.;

- Government and local authorities: who need to be kept abreast of progress in order to promote their leadership and engagement; and
- Media, donors, and the general public: who need to be informed of progress and sensitized to potential issues before misinformation occurs. This may include organizing site visits.

3.7. Sustainability and Scaling Up

Strong stakeholder buy-in at each stage of the project will be at the heart of any implementation strategy. Sustainability will be ensured by securing stakeholders interest at the outset, and engaging communities during implementation to the maximum extent possible. Key public stakeholders will be consulted at the design as well as critical implementation stages of the program. Ensuring sustainability, even under changing and dynamic situations, will depend on practicing adaptive management, building in flexibility for the activity to evolve as it meets changing needs and priorities, and supporting local ownership and leadership. UNDP and project Implementing Partners (IPs) will collaborate with the Government of Ethiopia and other key stakeholders and utilize existing governance structures. Sustainable response to stabilization and mounting recovery needs requires not only the reconstruction, rehabilitation, and restoration of physical, productive, and human assets to improved standards but also the rebuilding of the social fabric at the local level to address root causes of conflicts and generate inclusive benefits for the broader population.

The project will be guided by a clear understanding of the context and conflict dynamics in the selected communities with a logical sequence of proposed activities that take into consideration long-term sustainability beyond the life of the project. Targeted communities may face a variety of conflicts that may be over sharing natural resources, differences such as ethnicity or religion, status as displaced persons or returnees – with a gender overlay across all types of conflicts. The aim of the project is to create opportunities for a series of interactions between conflicting groups in targeted communities that promote mutual understanding, trust, empathy, and resilient social ties. As the relationships between the groups improve, the likelihood of violence between them will decline.

An inclusive participatory approach (including participation from returnees, community members in the place of return, local authorities, traditional leaders, representatives of women and youth groups, vulnerable persons etc.) will provide a platform during which priority needs are identified and projects are designed, implemented and monitored. Such a process contributes to engagement, dialogue, confidence building, and empowerment. The systems, dynamics and changes in attitude that result from such processes have shown to be sustainable, continuing beyond the end of the project. Institutionally, sustainability will be achieved through capacity building of key influencers to assume a leadership role in shaping an agenda to build trust and promote reconciliation processes in their community. At the attitudinal level, proposed activities should support the current discussion on peace-building, reconciliation and the engagement of key stakeholders in communities. To promote sustainability, local stakeholders, such as communities, woreda/city governments, zonal governments, CSOs, the private sector, and other entities should buy-in to all interventions. Buy-in may include alignment of priorities, strategies, and resource sharing, which ultimately, is expected to lead to sustainability.

IV. PROJECT MANAGEMENT

4.1. Cost Efficiency and Effectiveness

Cost efficiency will be achieved through (i) applying value for money principle in open and competitive procurement processes; and (ii) combining, where possible, financial resources with other on-going interventions in target localities such as PSNP, AGP etc. Selection of service providers will be based on open and transparent procurement/recruitment processes, guided by the need to ensure cost-effectiveness, value for money and economies of scale, as well as highest quality of expertise, services and products delivered. UNDP will oversee procuring, contracting, managing and quality assuring the delivery of services, works and products, in line with institutional rules and principles. Establish and maintain strong vertical linkages with entity institutions, which will ensure the topping up of available project resources, promote harmonization of individual interventions with sectoral policies. UNDP will also establish and strengthen

coordination among key stakeholders and partners that implement projects in the same sectors and geographical area to avoid overlapping and create synergies to improve efficiency and to reach economy of scale. The project aspires to ensure provision of urgent early recovery support as well as preparing the transition to longer-term and better value-for-money development assistance to reduce vulnerabilities. It will engage with humanitarian partners from the onset to ensure emergency support contributes to long-term sustainable solutions. UNDP proposes providing recovery assistance in a way that builds local capacity to coordinate and respond, that strengthens resilience, and supports recovery, pushing the Government to lead a well-coordinated and well-resourced response and recovery in the Gedeo West Guji enabling a shift to addressing long-term development needs.

4.2. Project Management

UNDP will recruit a dedicated project team for oversight and quality assurance to ensure timely delivery of results in accordance with the existing project document. The project team will adhere to the monitoring and reporting requirements as per the agreement with donors to ensure full transparency and compliance with fiduciary responsibilities. The UNDP Country Office will provide oversight and quality assurance of the project team and ensure institutional level coordination with funding agencies, UN agencies and key government ministries such as Ministry of Peace. The UNDP Country Office will also provide operational support services in relation to the Project that includes finance, procurement (contracting), administration, human resources, ICT and security risk management. UNDP Headquarters will provide corporate oversight and management support including finance, human resources, audit and investigations. Project implementation will also follow an inclusive and consultative process with key development partners through existing coordination platforms and new coordination mechanisms as necessary. This will help ensure close strategic harmonization and operational coordination across the interrelated interventions under various development partner programs under way or in the planning stages to contribute toward the broader resilience-based development solutions to displacement crisis.

V. RESULTS FRAMEWORK⁴

Intended Outcome as stated in the UNDAF/Country [or Global/Regional] Programme Results and Resource Framework: Outcome 3: By 2020, the Ethiopian people, particularly in disaster prone areas are resilient, have diversified sources of income and are better able to prepare, respond to and recover from emergencies and disasters.										
Outcome indicators as stated in the Country Programme [or Global/Regional] Results and Resources Framework, including baseline and targets: Under Outcome 3 output 3										
Indicator 3.3.1: Number of IDPs, returnees and host communities' households assisted with livelihood restoration activities including durable solutions based on their local livelihoods and specific needs.										
Indicator 3.3.2: % of community assets rehabilitated.										
Indicator 3.3.3: % of basic social services restored and rehabilitated.										
C. Strengthen Resilience to Shocks and Crises ⁵										
Project title and Atlas Project Number: Stabilization and Recovery Support for Communities Affected by Gedeo-West Guji Intercommunal Conflict and Displacements										
EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)				DATA COLLECTION METHODS & RISKS	
			Value	Year	Four Years (2019 – 2022)			Total		
Output 1: Social cohesion and Peaceful Co-existence among Conflicting Communities Restored xxxxxx	1.1. Number of peace conferences, structured dialogues, reconciliation and mediation forums held with relevant stakeholders at different levels;	Project report and annual output assessment findings	TBD	2018	48	24	16	12	100	Quarterly and Annual Reports from IPs
	1.2. Number of joint community projects implemented in border areas with the involvement of ethnic Gedeo and Guji Oromos;	Project report and annual output assessment findings	TBD	2018	6	4	2	-	12	Site assessments & Desk review of project reports (such as quarterly & annual progress reports)
	1.3. Number of functioning peace-building structures that engage conflict-affected communities in peace and/or reconciliation processes.	Project report and annual output assessment findings	TBD	2018	12	12	12	12	12	Distribution and Quarterly Reports from IPs

⁴ UNDP publishes its project information (indicators, baselines, targets and results) to meet the International Aid Transparency Initiative (IATI) standards. Make sure that indicators are S.M.A.R.T. (Specific, Measurable, Attainable, Relevant and Time-bound), provide accurate baselines and targets underpinned by reliable evidence and data, and avoid acronyms so that external audience clearly understand the results of the project.

⁵ The outcome statement is directly copied from the Integrated Results and Resources Framework of the UNDP Strategic Plan, 2018-21

Output 2: Damaged Infrastructures Rehabilitated and Basic Service Delivery in Gedeo West Guji Zones Improved	1.4. Number of meetings held by traditional and religious leaders to review peace process and mitigate local conflict	Project report and annual output assessment findings	TBD	2018	48	24	12	12	96	Quarterly and Annual Reports from IPs
	1.5. Number of women participating in a substantive role or position in a peacebuilding process	Project report and annual output assessment findings	TBD	2018	96	48	24	24	192	Site assessments & Desk review of project reports (such as quarterly & annual progress reports)
	2.1. Number of people benefitting from improved community productive infrastructure (disaggregated by sex).	Project report and annual output assessment findings	TBD	2018	48	12	12	12	12	Distribution and Quarterly Reports from IPs
	2.2. Number of IDPs benefitting from innovative houses constructed from locally sourced materials;	Project report and annual output assessment findings	TBD	2018	6,000	-	-	-	6,000	Quarterly and Annual Reports from IPs
Output 3: Food and Security Livelihoods Returning IDPs Improved Please include baselines and targets as much as possible	2.3. Number of new jobs created for IDPs and local conflict-affected population (disaggregated by sex)	Project report and annual output assessment findings	TBD	2018	3,000	1,500	1,500	-	6,000	Site assessments & Desk review of project reports (such as quarterly & annual progress reports)
	2.4. Number of internally displaced and host population beneficiaries provided with basic inputs for survival, recovery or restoration of productive capacity	Project report and annual output assessment findings	TBD	2018	3,000	1,500	1,500	-	6,000	Distribution and Quarterly Reports from IPs
	3.1. Number of households adopting improved varieties and production techniques; (out of which 20 % be female headed households)	Project report and annual output assessment findings	TBD	2018	400	1,000	1,600	1,000	4,000	Quarterly and Annual Reports from IPs
	3.2. Number of people engaging in alternative livelihoods (on farm, off farm and non-agricultural opportunities (disaggregated by gender);	Project report and annual output assessment findings	TBD	2018	1,000	1,000	1,000	1,000	4,000	Site assessments & Desk review of project reports (such as quarterly & annual progress reports)
Please include baselines and targets as much as possible	3.3. Number of smallholder farmers practising innovative climate smart agronomic practices	Project report and annual output assessment findings	TBD	2018	500	500	500	500	2,000	Distribution and Quarterly Reports from IPs
	3.4. Number of individuals participating in group-based savings, micro-finance or lending program with their average annual savings through VSLA activity (savings	Project report and annual output assessment findings	TBD	2018	150	150	150	150	600	Quarterly and Annual Reports from IPs

Implementation and Monitoring Strengthened. Please include baselines and targets	5.4. Percentage of action items from consultative meetings implemented.	Project report and annual output assessment findings	TBD	2018	2	4	6	8	20	as quarterly & annual progress reports)
										Distribution and Quarterly Reports from IPs

VI. MONITORING AND EVALUATION

Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Track results progress	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Quarterly, or in the frequency required for each indicator.	Slower than expected progress will be addressed by project management.	NDRMC, Oromia and SNNPR DPPB	Indicated in the budget sections
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.	NDRMC, Oromia and SNNPR DPPB	"
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	At least annually	Relevant lessons are captured by the project team and used to inform management decisions.	NDRMC, Oromia and SNNPR DPPB	"
Annual Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.	NDRMC, Oromia and SNNPR DPPB	"
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	At least annually	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.	NDRMC, Oromia and SNNPR DPPB	"
Project Report	A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk log with mitigation measures, and any evaluation or review reports prepared over the period.	Annually, and at the end of the project (final report)		NDRMC, Oromia and SNNPR DPPB	"
Project Review (Project Board)	The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall	Annually	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.	NDRMC, Oromia and SNNPR DPPB	"

	hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.			
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Evaluation Plan⁶

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNDAF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
e.g., Mid-Term Evaluation	N/A	N/A	N/A	N/A	N/A	N/A

⁶ Optional, if needed

VII. MULTI-YEAR WORK PLAN 78

Project Title: Stabilization & Recovery Support for Communities Affected by Gedee-West Guji Displacement
Duration: 1st January 2019 – December 31st, 2022

UNDAF Thematic Area: UNDAF Pillar 2: Resilience and Green Economy

UNDAF Outcome: Outcome 3: By 2020, an increased number of Ethiopian people, particularly in disaster prone areas, are more resilient; have diversified sources of income; and are able better to prepare, respond to and recover from emergencies and disasters.

UNDAF AP Output(s)

Output 3.2: Capacity of national and sub-national institutions and partners to effectively anticipate and respond to hazards of emergencies enhanced.

Output 3.4: Enhanced technical capacity of the DRM governance system at all levels, including communities, to effectively manage, coordinate and mainstream DRM programmes.

are more resilient; have diversified sources of income; and are able better to prepare, respond to and

Expected Outputs	Planned Activities	Planned Budget by Year				Responsible Party	Funding Source	Planned Total Budget
		2019	2020	2021	2022			
OUTPUT 1: SOCIAL COHESION AND PEACEFUL CO-EXISTENCE BETWEEN GEDEO AND GUJI COMMUNITIES RESTORED								
Baseline:								
<ul style="list-style-type: none"> ■ Number of peace conferences, structured dialogues, reconciliation and mediation forums held with relevant stakeholders at different levels; ■ Number of joint 	1.1. Undertake a thorough conflict analysis study to understand the structural causes of conflict, actors in the conflict, driving and restraining forces	25,000	-	25,000	-	NDRMC, Oromia DPPC and SNNPR DPFSC offices	Multi-donor fund	50,000
	1.2. Carryout a study to map out/identify potential inter community land and natural resource-based disputes and implementation of community developed strategic plans to address community identified challenges and issues.	20,000	-	15,000	-	NDRMC, Oromia DPPC and SNNPR DPFSC offices	Multi-donor fund	35,000
	1.3. Provide technical and financial support to the traditional conflict resolution & peacebuilding institutions and systems such as Aba Geda and Inter Faith associations	150,000	100,000	90,000	60,000	NDRMC, Oromia DPPC and SNNPR DPFSC offices	Multi-donor fund	400,000
	1.4. Establish/strengthen inclusive peace committee at woreda and kebele level that bring together local authorities (government, traditional, and religious and representatives of different segments of the population) and provide technical advice and trainings to develop strategic locally led approaches	60,000	50,000	30,000	20,000	NDRMC, Oromia DPPC and SNNPR DPFSC offices	Multi-donor fund	160,000
	1.5. Facilitate a series of structured intra- and intercommunity dialogue with relevant stakeholders as part of supporting locally led conflict	35,000	35,000	35,000	35,000	NDRMC, Oromia DPPC	Multi-donor	140,000

⁷ Cost definitions and classifications for programme and development effectiveness costs to be charged to the project are defined in the Executive Board decision DP/2010/32

⁸ Changes to a project budget affecting the scope (outputs), completion date, or total estimated project costs require a formal budget revision that must be signed by the project board. In other cases, the UNDP programme manager alone may sign the revision provided the other signatories have no objection. This procedure may be applied for example when the purpose of the revision is only to re-phase activities among years.

	1.16. Organize peace conferences and roundtable discussions, which will promote interaction between members of different ethnic groups, broaden their perspectives, and help eliminate fear and prejudice.	20,000	40,000	40,000	40,000	40,000	Multi-donor fund	140,000
OUTPUT 2: DAMAGED INFRASTRUCTURES REHABILITATED AND BASIC SERVICE DELIVERY IN GEDEO WEST GUJI ZONES IMPROVED								
<ul style="list-style-type: none"> ▪ Indicators: ▪ Number of people benefitting from improved community productive infrastructure (disaggregated by sex). 	<ul style="list-style-type: none"> 2.1. Identify quick impact community projects and implement in bordering woredas and kebeles in a gender sensitive manner 2.2. Recruit certified international trainers to deliver a ToT training on Interlocking Stabilized Soil Blocks for 200 TVET instructors and selected youth groups in target areas 2.3. Train 1,000 youth on Interlocking Stabilized Soil Blocks making and housing construction 	50,000	125,000	100,000	-	100,000	Multi-donor fund	400,000
<ul style="list-style-type: none"> ▪ Number of returnee IDPs benefitting from innovative houses constructed from locally sourced materials; 	<ul style="list-style-type: none"> 2.4. Procure 300 block-making machine and distribute to youth self-help groups 2.5. Support 6,000 vulnerable households whose houses are burned and damaged to re-construct environmental friendly houses. 	45,000	45,000	-	-	-	Multi-donor fund	90,000
<ul style="list-style-type: none"> ▪ Number of new jobs created for IDPs and local conflict-affected population (disaggregated by sex) 	<ul style="list-style-type: none"> 2.6. Identify and prioritize community essential infrastructures that can be rehabilitated through labor-intensive interventions (Cash for Work Scheme). 2.7. Procure necessary hand tools, equipment and construction materials; 	100,000	100,000	500,000	500,000	-	Multi-donor fund	1,500,000
<ul style="list-style-type: none"> ▪ Number of people engaged in temporary CFW employment packages. 	<ul style="list-style-type: none"> 2.8. Create emergency employment through Cash for Work to 6,000 individuals 2.9. Rehabilitate and maintain public social infrastructures damaged such as schools, rural health posts and kebele administration offices etc. 	100,000	60,000	-	-	-	Multi-donor fund	160,000
<ul style="list-style-type: none"> ▪ xxx 		450,000	450,000	450,000	450,000	450,000	Multi-donor fund	1,800,000
		90,000	100,000	100,000	100,000	100,000	Multi-donor fund	390,000

<p>small businesses provided with business consulting services and technical assistance;</p> <ul style="list-style-type: none"> Number of women in small businesses with enhanced business management skills; 	4.8. Expand district level entrepreneurship support to include follow-up coaching, mentoring, and on the job training.	5,000	25,000	25,000	25,000	NDRMC, Oromia DPPC and SNNPR DPFSC offices	Multi-donor fund	80,000
	4.9. Catalyze the development of micro-franchises through innovative private sector partnerships, especially with firms working in value-added agriculture production and agribusiness activities.	10,000	30,000	30,000	30,000	NDRMC, Oromia DPPC and SNNPR DPFSC offices	Multi-donor fund	100,000
	4.10. Work with microfinance institutions to assist them develop and promote new sources of youth-friendly and gender responsive finance for self-employment and entrepreneurs.	50,000	150,000	150,000	150,000	NDRMC, Oromia DPPC and SNNPR DPFSC offices	Multi-donor fund	500,000
	4.11. Provide start-up grant and productive equipment (start-up kits) to 100 MSEs having gone through the business development training and prepare viable business plan	100,000	300,000	300,000	300,000	NDRMC, Oromia DPPC and SNNPR DPFSC offices	Multi-donor fund	1,000,000
Sub-Total								3,630,000.00

OUTPUT 5: LOCAL GOVERNMENT AND COMMUNITIES CAPACITY TO EFFECTIVELY ENGAGE IN EARLY RECOVERY AND DURABLE SOLUTION COORDINATION, PLANNING, IMPLEMENTATION AND MONITORING STRENGTHENED.

<ul style="list-style-type: none"> Number of a multi-sectoral early recovery response framework implemented; Number of people with enhanced awareness on early recovery and durable solutions programming; Number of multi-stakeholder consultative meetings held; 	5.1. Carryout assessments to identify key physical, environmental, social and economic needs and barriers for stable socio-economic recovery and sustainable peacebuilding of conflicted-affected populations.	25,000	-	25,000	-	NDRMC, Oromia DPPC and SNNPR DPFSC offices	Multi-donor fund	50,000
	5.2. Commission institutional capacity gap assessment, devise capacity development plan based on identified gaps provide capacity building support for selected institutions.	20,000	100,000	100,000	80,000	NDRMC, Oromia DPPC and SNNPR DPFSC offices	Multi-donor fund	300,000
	5.3. Establish multi-stakeholder platforms and hold regular meetings leading to the development, coordination and monitoring of the implementation of the recovery action.	20,000	20,000	20,000	20,000	NDRMC, Oromia DPPC and SNNPR DPFSC offices	Multi-donor fund	80,000
	5.4. Provide ToT trainings for 200 experts and government officials on Early recovery and Durable Solutions Programming, Community Managed Disaster Risk Reduction (CMDRR), Climate Change Adaptation etc.	40,000	40,000	40,000	40,000	NDRMC, Oromia DPPC and SNNPR DPFSC offices	Multi-donor fund	160,000
	5.5. Hire experienced consultants to develop Community Based Conflict Early Warning Systems and familiarize the systems for key stakeholder's community level inclusive peace committee members	30,000	20,000	-	-	NDRMC, Oromia DPPC and SNNPR DPFSC offices	Multi-donor fund	50,000

<ul style="list-style-type: none"> ▪ % of action items from consultative meetings implemented 	5.6. Provide technical and financial support to NDRMC to set up a multi-hazard Early Warning Systems and strengthening Emergency Operation Centers	30,000	40,000	40,000	40,000	40,000	NDRMC, Oromia DPPC and SNNPR DPFSC offices	Multi-donor fund	150,000
	5.7. Support NDRMC and Regional DPPB technically and financially in order to finalize Woreda Disaster Risk Profiling in all woredas of Gedee and Guji zones	-	100,000	50,000	50,000	50,000	NDRMC, Oromia DPPC and SNNPR DPFSC offices	Multi-donor fund	200,000
	5.8. Develop a multi-sectoral early recovery response framework	40,000	-	-	-	-	NDRMC, Oromia DPPC and SNNPR DPFSC offices	Multi-donor fund	40,000
	5.9. Organize consultative workshops to validate the recovery framework;	10,000	-	-	-	-	NDRMC, Oromia DPPC and SNNPR DPFSC offices	Multi-donor fund	10,000
	5.10. Provide technical and financial support to DRMC and regional DPPB in order to establish recovery and resilience coordination platforms at different levels and hold regular meetings with stakeholders	10,000	10,000	10,000	10,000	10,000	NDRMC, Oromia DPPC and SNNPR DPFSC offices	Multi-donor fund	40,000
	5.11. Regular joint monitoring and supervision with implementing partners	40,000	40,000	40,000	40,000	40,000	NDRMC, Oromia DPPC and SNNPR DPFSC offices	Multi-donor fund	120,000
	5.12. Support NDRMC, regional BoFED and DPPB in effective project/programme implementation and administration of funds.	20,000	20,000	20,000	20,000	20,000	NDRMC, Oromia DPPC and SNNPR DPFSC offices	Multi-donor fund	80,000
	Sub Total								1,280,000

PROJECT MANAGEMENT AND GENERAL SUPPORT

5.1. Staff and other personnel costs	270,000	270,000	270,000	270,000	270,000	270,000	UNDP	MDF	1,080,000
5.2. Supplies, Commodities, Materials	50,000	50,000	50,000	50,000	50,000	50,000	UNDP	MDF	MDF
5.3. Equipment, Purchase of Seven Land Cruiser Vehicles (1 for NDRMC, 2 for SNNPR and Oromia DPPC, 4 for Gedee and West Guji zones and Eight Motor bikes	100,000	320,000	-	-	-	-	UNDP	MDF	MDF
5.4. Contractual Services, legal and Audit fees	10,000	10,000	10,000	10,000	10,000	10,000	UNDP	MDF	MDF
5.5. Travel including DSA and overnight allowances, flight tickets etc...	40,000	40,000	40,000	40,000	40,000	40,000	UNDP	MDF	MDF

5.6. Transfers and Grants to Counterparts										
5.7. Monitoring and Evaluation @ 5% (including baseline, endline, quarterly review meetings, lessons learned and best practice documentation, learning events, visibility, midterm and final project evaluation etc.)										
	4,000	4,000	4,000	4,000	4,000	4,000	4,000	UNDP	MDF	MDF
	160,000	268,000	160,000	268,000				UNDP	MDF	MDF
5.8. General Management Support @ 8%										
	359,793	359,793	359,793	359,793	359,793	359,793	UNDP	MDF		2,772,650
	143,917	143,917	143,917	143,917	143,917	143,917	UNDP	MDF		1,439,172
5.9. Direct Project Costs @3.2%										
										575,669
Total Project Budget (Output 1 + Output 2 + Output 3 + Output 4 + Output 5 Plus Project Management Expense										
										2,014,841
										20,004,491

VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

This project will be implemented using the National Implementation Modality (NIM). The NIM modality relies on the government's capacities to undertake the functions and activities of the project, namely technical, managerial, administrative and financial capabilities.

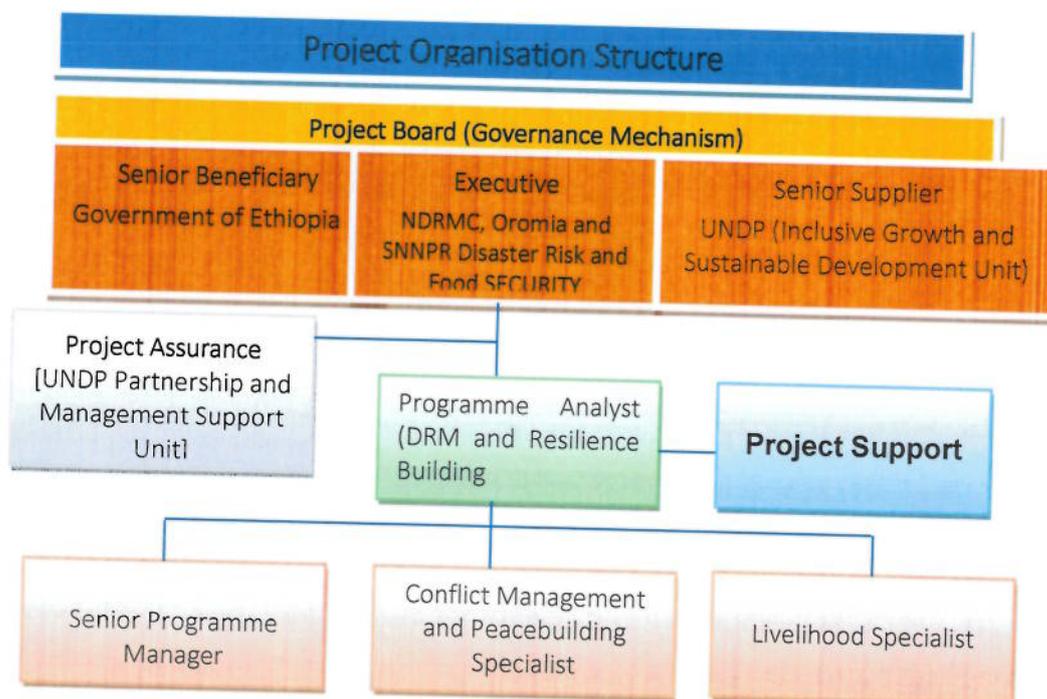
UNDP Programme and Operations Policies and Procedures (POPP) guides the implementation of the NIM projects, but the following management arrangement applies to this specific project:

National Disaster Risk Management Commission (NDRMC) designated as implementing partner of this project at Federal level; hence, is responsible for the overall planning and effective management of the project, including technical, administrative management and reporting. MoFEC will be overseeing the overall financial management process. Regional Disaster Prevention and Preparedness Bureau (DPPB) of Oromia and SNNP region will be implementing the project at regional level with close supervision of regional Bureau of Finance and Economic Cooperation (BoFEC).

A Senior Programme Manager (SPM) supported by livelihood specialist and conflict management and peace building specialist is responsible to manage the project on a day-to-day basis and to ensure that the project produces the results specified in the project document, to the required standard of quality and within the specified constraints of time and cost. The SPM will be assisted by the programme analyst and resilience specialist based in UNDP CO

UNDP is responsible for:

1. Project Assurance of the project on behalf of Project Board in order to ensure the appropriate administrative and financial management of the project and quality delivery of project deliverables and results by the Implementing Partner;
2. periodical monitoring and evaluation and reporting to the donors as per the regulations under grant agreements; and
3. providing UNDP recruitment and procurement services to the Implementing Partner if requested. The Programme Analyst (DRM and Resilience Building) of UNDP Country Office will assume this Project Assurance function.



The project will collaboratively work with key humanitarian agencies currently supporting IDPs such as Save the Children, International Rescue Committee (IRC), Norwegian Refugee Council (NRC), World Vision, MSF-Spain, People in Need (PIN), GOAL, CARE, Plan International and the Ethiopia Red Cross Society (ERCS) to ensure complementarity of initiatives at all levels. UNDP will build and maintain strong partnerships and synergies between the UN agencies such as UNOCHA, UN Habitat, UNICEF, WFP, IOM, and FAO etc.

Visibility

Utmost effort will be made to publicize the partnership between the funding agency and UNDP for this project. This will include issuing press releases which highlight the donor/UNDP contribution, organizing ceremonial events with delivering speeches which mention the donor contribution and producing public information materials and brochures. UNDP will ensure putting donor's logo on the reports, publications and other publicity materials, such as signboards in infrastructure rehabilitation sites. UNDP will consult the Embassy of Denmark in Addis Ababa when project publicity events are planned, and their feedback and suggestions will be fully reflected. UNDP will utilize every opportunity to conduct public events, benchmarking the key accomplishment of activities, such as agreement signing ceremonies, launch/completion ceremonies of the particular activities. UNDP will inform the donors of these occasions in advance and facilitate their participation in the event.

IX. LEGAL CONTEXT

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, signed on 26th February 1981. All references in the SBAA to "Executing Agency" shall be deemed to refer to "Implementing Partner."

This project will be implemented by National Disaster Risk Management Commission ("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.

ANNEXES 2: Risk Analysis /Risk Log

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Management response	Owner	Submitted, updated by	Last Update	Status
1	The security situation in Geddo West Guji further deteriorates, resulting in a new large-scale displacement which will cause an emergency detracting from the recovery/development agenda.	End of Nov 2018	Political	Further large influxes of displacement remain a high probability given heightened tensions, revenge attack and political instability in the area. P = 5 I = 5	The project already integrated promotion of social cohesion and peace building as one of the output. In addition, project implementation will be guided conflict sensitivity and do no harm principles. A conflict-sensitive approach integrated in all the project components to mitigate the risk associated to the tension already existing in those targeted areas.	Project Board	Programme Analyst	End of December	Currently the security situations in the Geddo and West Guji nonbordering woredas is volatile
2	Limited funding availability to address the structural, underlying and root causes of vulnerabilities	End of Nov 2018	Financial	Given the scale of the displacement crisis and the huge need for recovery support as well as the myriad development challenges including deep rooted poverty, large number of landless households and unemployed youths necessitate long-term development investment in order to tackle the underlying causes of vulnerabilities P =4 I = 4	UNDP will proactively and vigorously work in resource mobilization through various means including convening a donor round table. Furthermore, sustained networking, strategic level discussion and proactive engagement with development partners in order to have a collective lobbying and advocacy requesting Government of Ethiopia's long-term funding.	Project Board	Programme Analyst	End of December	As reflected in 2018 HRDP document, Government of Ethiopia and development partners stated the need for increased funding towards recovery & resilience building areas.
3	Risk of large scale natural disasters demanding resources for extended periods	End of Nov 2018	Environmental	Potential to delay implementation of planned activities. P =3 I = 4	The project will support target communities in climate smart agriculture and improved agronomic practices through capacity building trainings, provision of improved agricultural inputs and enhanced extension services.	Project Board	Programme Analyst	End of December	Both Geddo and Guji communities are struggling to recover from multiple hazards (conflict, displacement and drought etc)

4	Targeting could exacerbate ongoing tensions in the area by favouring one ethnic group/area over another.	End of Nov 2018	Social	Given the current highly polarized environment where conflicting parties accusing the other "blame shifting behavior" deliberate discrimination seems high increasing error of exclusions and error of inclusion. P =3 I = 4	Beneficiary selection and targeting will be done at the community level in a participatory manner by an inclusive committee and will be based on the communities' socio-economic profile (with special consideration given to the proportion of female-headed households) plus with agreed clear eligibility criteria. Knowledgeable people will be mobilized to define the criteria and methodology for the selection ensuring fairness, impartiality and transparency.	Project Board	Programme Analyst	End of December	Limited information about different targeting systems
5	Limited capacity of the relevant government line bureaus to manage and implement activities and fully benefit from technical assistance provided by UNDP.	End of Nov 2018	Operational	Limited capacity will impact on the quality and quantity of services delivered and will lead to misuse of funds. P =3 I = 3	Capacity constraints on the ground are significant and acknowledged by several humanitarian actors. While the risk is high, UNDP has sufficient experience implementing stabilization and recovery projects both in Ethiopia and globally. To mitigate this risk, there will be enhanced technical and capacity support, and close implementation support to the project. Prioritize activities that could be implemented within the existing capacity and with adequate oversights from UNDP Ethiopia CO	Project Board	Programme Analyst	End of December	Logistical constraints specifically shortage of the vehicle is the biggest challenge in addition to experienced personnel.
6	Lack of adequate staff capacity to manage the project management workload	End of Nov 2018	Operational	This project proposes new ways of doing things and in the process, increases the project management workload significantly. There is a risk of the project management team being overwhelmed. Increased workload beyond the capacity of the project management team will greatly affect the implementation of the project. P =3 I = 3	Project management team to be strengthened with a Senior Programme manager, Livelihoods Specialist and Conflict Resolution and Peacebuilding Specialist. If necessary, the programme team will call on surge support from within the office during periods of increased workload.	Project Board	Programme Analyst	End of December	Shortage of experienced and high caliber staff, in particular at worda level
7	Lack of transparency or mismanagement in procurement and financial management by partner	End of Nov 2018	Financial		Robust accountability & monitoring systems will put in place and surprise visits, compliance review and reflection workshops to discuss constraints on timely basis. UNDP periodically conducts capacity assessments, together with financial spot checks & audits of implementing partners as per its financial rules and regulations, adapting to the fiduciary risk level identified.	Project Board	Programme Analyst	End of December	Shortcomings in managing project fund in line with PIM

7	<p>Weak or poor coordination between humanitarian actors and development partners to fully apply the new ways of working moving forward the nexus agenda as envisioned in the world Humanitarian Summit at Istanbul</p>	<p>End of Nov 2018</p>	<p>Operational</p>	<p>While there are several coordination platforms at regional and woreda levels, there is still work required to make their impact greater and ensure that decisions are implemented. Weak coordination will result in poor implementation while lack of a coordinated approach to incentivizing change will undermine the paradigm shift being sought.</p> <p>P = 3 I = 3</p>	<p>UNDP will continue to advocate for strong coordination both at national, regional and woreda level promoting the new ways of working through joint programming, joint analysis, convening coordination meetings and proactively engaging with key stakeholders at multiple level. Dialogue, coordination and collaboration on issues of mutual interest and concern will be discussed within the relevant working group settings. Through informal coordination and consultation with key stakeholders including government of Ethiopia, humanitarian and development partners, harmonization of strategies and approaches will be promoted.</p>	<p>Project Board</p>	<p>Programme Analyst</p>	<p>January 2017</p>	<p>GoE through NDRMC IS trying to activate the recovery durable solutions technical working group.</p>
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