Empowered lives.
Resilient nations.

Climate Resilient Green Economy (CRGE) Programme

Project Document

April 2012 – June 2019

November 2014

Project Document

United Nations Development Programme
Ethiopia

Empowered lives.
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Project Title:	**Climate Resilient Green Economy (CRGE) Programme**
UNDAF Pillar:	**Pillar 1: Economic Growth and Risk Reduction**
UNDAF Outcome:	**Outcome 5**: By 2015, the governance systems, use of technologies and practices, and financing mechanisms that promote low carbon climate-resilient economy and society are improved at all levels
UNDAF Outputs:	**UNDAF Output 5.2.** Policies, strategies, plans and coordination mechanisms that promote climate resilient green economy and society are developed/updated **UNDAF Output 5.4.** Finance and market mechanisms to promote climate resilient green economy developed **UNDAF Output 5.5.** Capacities at national, regional and woreda institutions having the necessary human resource, technical capacity, system and procedures to plan, coordinate and implement CRGE
Expected Project Outputs(s):	**Output 1.** Policies, strategies, plans and coordination mechanisms that promote climate resilient green economy and society are developed/updated **Output 2.** Finance and market mechanisms to promote climate resilient green economy developed **Output 3.** Capacities at national, regional and woreda institutions having the necessary human resource, technical capacity, system and procedures to plan, coordinate and implement CRGE
Implementing Partner:	The CRGE Secretariat (MOFED and MEF)
Responsible Parties:	Ministry of Environment and Forests Ministry of Finance and Economic Development, CRGE Facility Secretariat National Planning Commission Ministry of Agriculture Ministry of Water, Irrigation and Energy Ministry of Industry Ministry of Transport Ministry of Urban Development, Housing and Construction

Brief Description of the Project

The overall goal of the project is to support the implementation of the Climate-Resilient Green Economy (CRGE) strategy and to contribute to the fulfillment of the vision of the Government of Ethiopia to become a middle income and a low-carbon and climate resilient green economy by 2025.

The project will enable to increase Ethiopia's resilience to climate change and to maintain its sustained growth by promoting a green and low carbon economy. The project interventions are articulated around three key issues.

The first issue concerns the need to foster the national policy, planning and institutional development processes related to low-carbon, resilience to climate change and green growth. The second issue is linked to the recent establishment of the CRGE Financing Facility and the importance of climate finance readiness. The third and last issue addresses capacity building needs for the CRGE implementation,

which requires to be fostered.

The rationale of the first output is to assist the National Planning Commission to draft the 2016-2020 Growth and Transformation Plan (GTP-2), by further integrating and mainstreaming climate change into the overall economic development objectives of the country for the next five years. In parallel and to materialize the development and green growth objectives of the country, the Government of Ethiopia is willing to further access to international climate finance, especially to the Green Climate Fund, e.g. by obtaining an accreditation. Climate finance will serve several climate-related purposes, such as implementing adaptive and climate-resilient activities identified by line-ministries and the private sector, as well as investing in low-emission technologies and mitigation projects. Finally, the capacity building programme shall widespread knowledge and increase skills on how to develop climate change profiles and vulnerability scenarios, identify low-emission climate-resilient development trajectories and roadmaps, or define options on policies and financing to implement priority climate change actions.

UNDAF Programme Period:	2012-2016	Total resources required:	USD 5,100,000
Key Result Area (Strategic Plan):	Environment &SD		
Atlas Award ID:	66813	Total allocated resources:	USD: 1,200,000
Start date:	April 2012	• Regular (TRAC)	
End Date:	June 2019	• Government (in kind)	USD 300,000
PAC Meeting Date:	-		
Management Arrangement:	NIM	Unfunded budget:	USD 3,600,000

Agreed by MEF: Kare Chawicha State Minister **Date:**

Agreed by MoFED: Director, UN Agencies & Regional Economic Cooperation Directorate **Date:**

Agreed by UNDP: **Date:** 01/12/14.

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List of Acronyms

AF	Adaptation Fund
AFD	*Agence Française de Développement*
AR5	Fifth Assessment Report from the IPCC
AWP	Annual Working Plan
BMZ	German Federal Ministry for Economic Cooperation and Development
BoFED	Bureau of Finance and Economic Development
CAF	Cancun Adaptation Framework
CDKN	Climate and Development Knowledge Network
CDM	Clean Development Mechanism
CIC	Climate Innovation Centre
CO	Country Office
COP	Conference of the Parties
CO_2	Carbon dioxide
CO_2e	Carbon dioxide equivalent
CRGE	Climate-Resilient Green Economy
CSO	Civil Society Organization
CTP	Climate Technology Programme
DAG	Development Assistance Group
DBE	Development Bank of Ethiopia
DFID	Department for International Development (United Kingdom)
DRM-SPIF	Disaster Risk Management - Strategic Programme and Investment Framework
ECSNCC	Ethiopian Civil Society Network on Climate Change
EFY	Ethiopian Fiscal Year
ERDI	Ethiopian Research Development Institute
ESIF	Ethiopian Strategic Investment Framework
EU	European Union
EWS	Early warning system
FFE	Forum for the Environment
GCF	Green Climate Fund
GDP	Gross Domestic Product
GEF	Global Environment Facility
GGGI	Global Green Growth Institute
GHG	Greenhouse Gas
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
GoE	Government of Ethiopia
GTP	Growth and Transformation Plan
ha	hectare
IFC	International Finance Corporation
IMF	International Monetary Fund
IPCC	Intergovernmental Panel on Climate Change
LDC	Least Developed Country
LDCF	Least Developed Countries Fund
MDG	Millennium Development Goals
MDREEE	Market Development for Renewable Energy and Energy Efficient Product Fund
MEF	Ministry of Environment and Forest, formerly EPA
MoA	Ministry of Agriculture
MoFED	Ministry of Finance and Economic Development
MoI	Ministry of Industry
MoT	Ministry of Transport

MoUDC	Ministry of Urban Development and Construction
MoWIE	Ministry of Water Irrigation and Energy
MRV	Measuring, reporting, and verification
MSC	Ministerial Steering Committee of CRGE initiative
Mt CO_2e	Million metric tons of carbon dioxide equivalent
Mt	Megatonne (i.e., million metric tonnes)
MW	Megawatt
M&E	Monitoring and Evaluation
NAMA	Nationally Appropriate Mitigation Action
NAPA	National Adaptation Plan of Action
NAP	National Adaptation Plan
NCCF	National Climate Change Forum
NDA	National Designated Authority
NGO	Non-Governmental Organization
NIM	National Implementation Modality
NMM	New market mechanism
NPC	National Planning Committee
PASDEP	Plan for Accelerated and Sustained Development to End Poverty
PIF	Policy Instrument Framework
PIR	Project Implementation Review
PMU	Project Management Unit
PPG	Project Preparation Grant
PSC	Project Steering Committee
PSNP	Productive Safety Net Program
QPR	Quarterly Progress Report
RCU	Regional Coordination Unit
REDD+	Reducing Emissions from Deforestation and Forest Degradation
REF	Rural Electrification Fund
RTA	Regional Technical Adviser
SBAA	Standard Basic Assistance Agreement
SCIP	Strategic Climate Institutions Programme
SLM	Sustainable Land Management
SLMP1	Sustainable Land Management Programme 1
SME	Small and Medium Enterprise
SREP	Scaling-up Renewable Energy Programme
SRM	Sectoral Reduction Mechanism
TNA	Technological Needs Assessment
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNFCCC	United Nations Framework Convention on Climate Change
USD	US dollar
ZoFED	Zone of Finance and Economic Development

I. Situation analysis

Global context and significance

The consequences of human induced emissions of greenhouse gases (GHGs) are presenting new and unprecedented challenges for human development and the environment. The impacts of climate change can already be observed across Ethiopia, with increasing temperatures and severe droughts, but also flooding and changes in the season (e.g. slow onset and early secession of rain season). Responding to this threat by adapting to its impacts, called "adaptation", and by strengthening adaptation systems by building "resilience", and by reducing the emission of GHGs, termed "mitigation", requires the transformation of many aspects of society and the economy.

Decisions about land use and land reform, spatial planning, waste and water management, agricultural practices, electricity services and energy security, transport and infrastructure policy (which are often treated as being unrelated to climate policy) can be significant opportunities to reduce GHG emissions in the country. These mitigation areas, whilst driven by national frameworks, are not only the prerogative of national but also local authorities and local enterprises and lead to actions ranging from inter-modal transport to decentralized cleaner energy production, improved water management, composting and recycling of waste.

Adaptation requires a tailored and nuanced approach that responds to the particular circumstances and capacities of Ethiopia. Consequently resilience and vulnerability, even for non-climate development policies, must be tackled at multiple scales. Adaptation and mitigation actions cut across sectors and, if taken together, can leverage additional benefits and significantly reduce the risks posed by climate change. Considering that climate risks are often intertwined with broader development challenges, dealing with them in an integrated manner can present opportunities for development gains.

The Ethiopian national context

Ethiopia is particularly vulnerable to climate change due to the high dependency on climate sensitive sectors (e.g. agriculture and hydropower). The costs of climate change could be as high as 10% of GDP by 2050. The future climate of Ethiopia and its economic, social and physical impacts is difficult to assess, but the recent publication of the Fifth Assessment Report (AR5) of the Intergovernmental Panel on Climate Change (IPCC) in April 2014, on a global and regional level, predicts severe, pervasive, and irreversible impacts.[1] In Ethiopia, estimations show that, between 2000 and 2007, the combined yearly direct costs of drought and flood fluctuated between 370 million to 2.5 billion Birr, i.e. between 19 million and 147 million USD. The value of the largest recorded disaster losses amounts to about 4 % of crop-related agricultural GDP and 7.3 % of livestock-related GDP.[2]

Hence, Ethiopia took the lead among the developing countries with early measures including an Environment policy in 1997, having a policy provision on climate change, and protection of the atmosphere. The country also ratified the United Nations Framework Convention on Climate Change

[1] http://ipcc-wg2.gov/AR5/images/uploads/IPCC_WG2AR5_SPM_Approved.pdf
[2] http://www.et.undp.org/content/dam/ethiopia/docs/UNDP%20Ethiopia%20Climate%20Change%20%20and%20Environment%20portfolio.pdf

(UNFCCC) and the Kyoto Protocol, respectively on April 5, 1994[3] and April 14, 2005.[4] Ethiopia also prepared the First National Communication in 2001[5] and the National Adaptation Plan of Action[6] in 2007. Finally, in 2011, the Government of Ethiopia decided to go one step further, to become a low-carbon, climate-resilient green economy by 2025.

The Climate-Resilient Green Economy (CRGE) strategy defines both climate change adaptation and mitigation objectives, and is integrated into the five-year (2011-2015) Growth and Transformation Plan (GTP). The aim is to improve the living conditions of the population by reaching a middle-income status by 2025 based on carbon-neutral growth. The implementation is done through CRGE initiatives being translated into investment-ready projects in the key economic sectors.

The CRGE is hence an ambitious strategy for Ethiopia: it means increasing the 2012 GDP per capita of around 410 USD to 1,000 USD (the lower threshold of middle-income status), decreasing today's 40% share of GDP from agriculture to less than 30%, migrating from farming and herding to jobs in the services and industry sectors, and at the same time, reducing per capita emissions from 1.8 to 1.1 ton of CO_2 equivalent.

Yet, the International Monetary Fund (IMF) expects Ethiopia to become one of the world's fastest growing countries over the coming years. The economy has experienced strong and broad based growth over the past decade, averaging 10.6% per year in 2004/05 - 2011/12 compared to the regional average of 4.9%. Economic growth brought with it positive trends in reducing poverty: while 38.7% of Ethiopians lived in extreme poverty in 2004-2005, five years later this was 29.6%, which is a decrease of 9.1 percentage points as measured by the national poverty line, of less than $0.6 per day.[7] Building on this positive trajectory, the Growth and Transformation Plan (GTP), the main government policy instrument that guides major economic and social development efforts of the country - sets-out a goal for Ethiopia of achieving a double digit growth that will elevate the country to middle income country level by 2025, while at the same time becoming climate-neutral. Boosting agricultural productivity, strengthening the industrial base, and fostering export growth have been prioritized as vehicles for reaching this goal. In this economic context, the CRGE ensures that economic growth in Ethiopia is synonym of sustainable development. The current 2011-2015 GTP recognizes the importance of the CRGE, although tangible climate-resilient and green growth measures into some of the economic transformation goals and actions defined in the GTP remain sparse.[8]

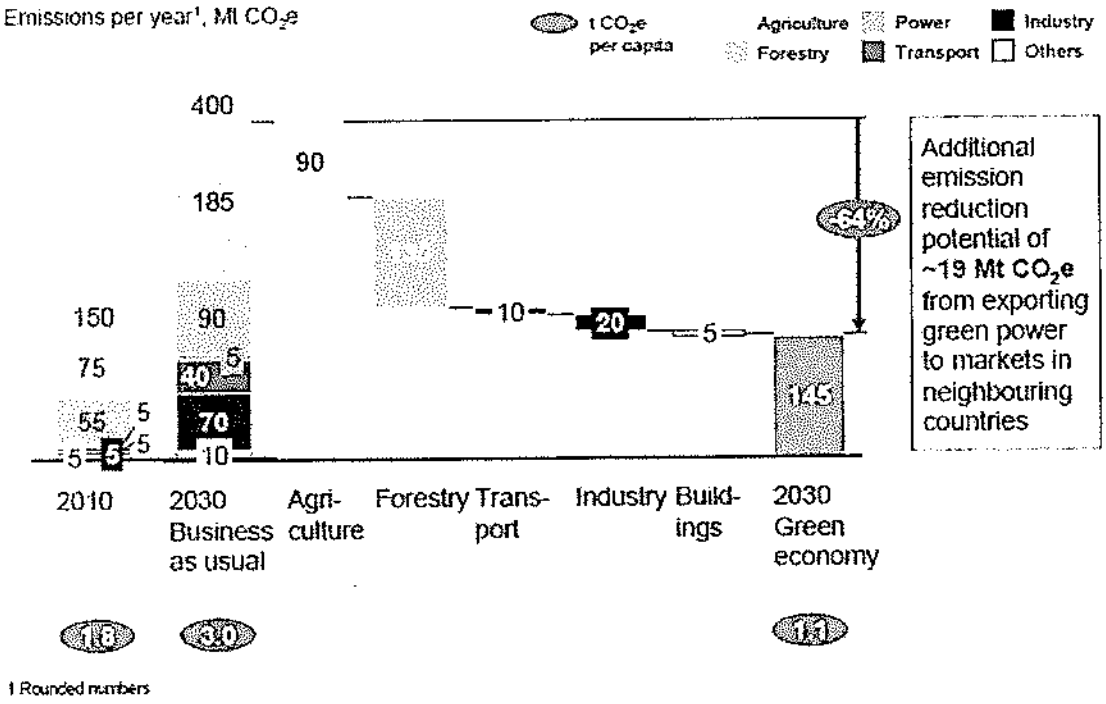
This transition towards a climate-resilient green economy is so far limited to four pillars: i) Improving crop and livestock production practices for higher food security and farmer income while reducing emissions, ii) Protecting and re-establishing forests for their economic and ecosystem services including as carbon stocks , iii) Expanding electricity generation from renewable energy for domestic and regional markets iv) industrial sectors and buildings: Leapfrogging to modern and energy efficient technologies. The CRGE strategy has therefore analyzed and screened circa 60 initiatives out of 150 across seven sectors based on several criteria such as the feasibility of an initiative in the local context, the potential to contribute to the GTP targets or the emissions reduction potential compared to a business-as-usual scenario.

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[3] http://unfccc.int/essential_background/convention/status_of_ratification/items/2631txt.php
[4] http://unfccc.int/kyoto_protocol/status_of_ratification/items/2613.php
[5] http://unfccc.int/resource/docs/natc/ethnc1.pdf
[6] http://unfccc.int/resource/docs/napa/eth01.pdf
[7] http://www.worldbank.org/en/country/ethiopia/overview
[8] Transformation and Growth Plan (2010/11-2014/15), Federal Democratic Republic of Ethiopia

Although Ethiopia is already a low emission country, with per capita greenhouse gas emission of less than 2 tons per year,[9] Ethiopia has declared to pursue low carbon development pathway. If the growth trajectory follows the business as usual scenario, Ethiopia's GHG emissions would increase from 155 Metric tons of CO_2 equivalent (Mt CO_2e) to almost 400 Mt CO_2e in 2030, an increase of more than 150%. Under the low-emission CRGE growth trajectory, Ethiopia will offset in the order of 250 Mt CO_2e per annum.

Graph 1: Ethiopia's low-carbon path[10]



To achieve these ambitious goals, the Government of Ethiopia requested the technical and financial assistance of various partners. The United Nations Development Programme (UNDP), given its mandate and long experience in climate change and green economy, is from the beginning of the CRGE initiative, a major and active supporter.

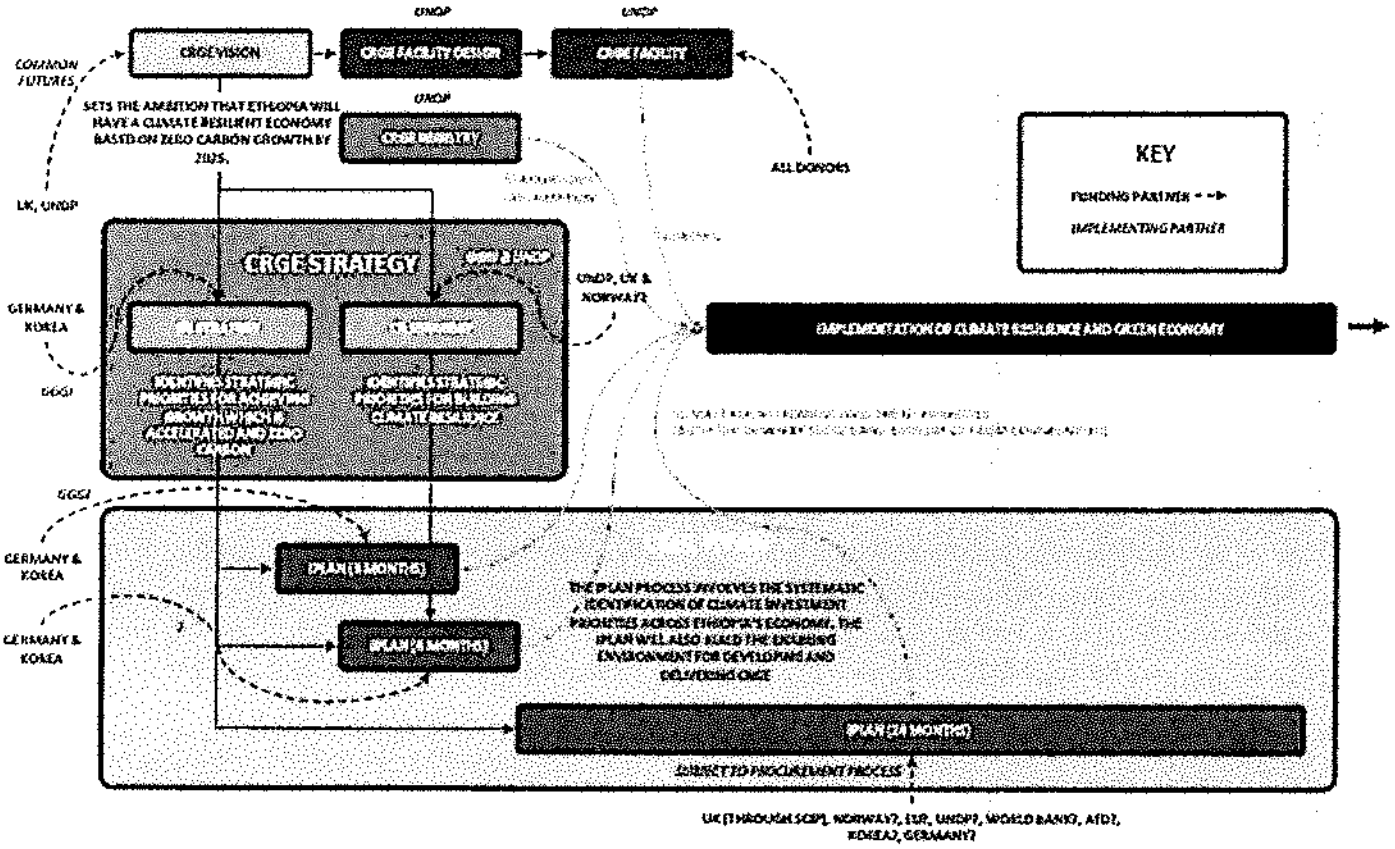
UNDP's support to the Climate-Resilient Green Economy (CRGE) prior to 2012

UNDP has been supporting the CRGE initiatives from the design and inception, through several projects such as the African Adaptation Programme (AAP)[11] entitled "Supporting Climate Resilient Sustainable Development", a project named "Climate Change and Vulnerability – Supporting Environmental Sustainability", and most importantly through the present "Support to Climate-Resilient Green Economy" Programme which was launched in April 2012. From 2010, UNDP is therefore associated in all aspects of the national process to construct the CRGE road map and to implement the CRGE.

[9] http://unfccc.int/resource/docs/natc/ethnc1.pdf
[10] The path to sustainable development - Ethiopia's Climate- Resilient Green Economy Strategy. The Federal Democratic Republic of Ethiopia Environmental Protection Authority, 2011. Downloadable at: http://www.uncsd2012.org/content/documents/287CRGE%20Ethiopia%20Green%20Economy_Brochure.pdf
[11] https://www.undp-aap.org/

In the early years of the CRGE, i.e. in 2010 and 2011, a Vision was designed together with a Strategy. It resulted in the definition of an Investment Plan (iPlan) and a CRGE planning process, including the institutional arrangement discussions. The building blocks have hence been put in place priori to 2012 for mainstreaming climate resilience and greening development considerations firmly into economic decision making structures, with the assistance of UNDP, leading to a full project-based technical and financial support from 2012.

Graph 2: Structure and status of the CRGE[12]



II. Strategy

UNDP's current support to Climate Resilient Green Economy (CRGE) implementation in Ethiopia is an integral part of the ongoing United Nations Development Assistance Framework (UNDAF) 2012-2016 for Ethiopia. The UNDAF 2012-2016 represents the planned response to the five-year national development plan for Ethiopia – the Growth and Transformation Plan (GTP). The GTP is the first in a series of three 5-year plans to propel the country's transformation to middle income country status by 2020-2023. This UNDAF cycle is critical, as it coincides with the last 5 years of the global Millennium Development Goals

[12] The CRGE Initiative consists of the CRGE Strategy (green box), an integrated planning process called 'iPlan' (blue box) under which CRGE sector investment plans are developed, CRGE institutions (CRGE units in line ministries and in regional States), a national Monitoring, Reporting and Verification (MRV) system, a CRGE Registry (an in-house climate action registry listing the organizations in Ethiopia active in climate change), and the CRGE Facility as a financial mechanism to support its implementation.

(MDG) campaign. It is designed, therefore, to set the framework for identifying innovative strategies that accelerate pro- poor growth and achievement of the MDGs by 2015.[13]

The Ethiopian Government has demonstrated its political commitment to reverse the trend of environmental resources degradation and to address the impact of climate change. Ethiopia has approved both an Environmental Policy and a Conservation Strategy.[14] Ethiopia is also signatory to various multilateral environmental agreements, including the three Rio Conventions.[15] Moreover, GoE has submitted Nationally Appropriate Mitigation Actions and a National Adaptation Plan of Action (NAPA) and Technological Needs Assessment (TNA) under the UN Framework Convention for Climate Change. The National Programme for climate change, which is the second generation of the NAPA,[16] has also been developed.

Through past and present programmes and projects, UNDP is already contributing to support the GoE in implementing its low carbon climate-resilient strategy – in a manner that is environmentally sustainable, socially just by regarding gender issues in particular, and locally rooted – by supporting interventions that are made in a number of sectors, namely: renewable energy, green buildings, clean transportation, water management, waste management, sustainable land management, and sustainable agriculture and forestry. To this end, and in line with GoE priorities, the UN will focus its support to catalyze the transformation process to a green economy and foster expansion for green jobs.

The present programme document is a substantive revision of UNDP's Climate-Resilient Green Economy (CRGE) Support Programme, which was agreed on and is being implemented since April 2012. In Dec. 2013, the Steering Committee of UNDP's current CRGE programme tasked UNDP with a comprehensive review of ongoing support, and to propose an actionable way forward to effectively continue support until the end of the current UNDAF: June 2016. The present programme document incorporates the suggested revisions. It has been elaborated in close consultation with all members of the Steering Committee and through broader outreach to key stakeholders of the CRGE process in Ethiopia.

UNDP's support to the Climate-Resilient Green Economy (CRGE) from 2012 to 2014

Since 2012, UNDP is playing a leading role in supporting CRGE implementation and coordinating the preparation and launch of the CRGE Facility, the first in Africa, to support the CRGE strategy and the country's green growth policy in the long-term.[17] With the set-up of the CRGE Facility, Ethiopia is for instance in a better position in accessing resources from the Green Climate Fund (GCF). Through UNDP's support for the establishment of the CRGE Facility, Ethiopia has taken the first step in climate finance readiness.

UNDP has also provided support for trainings on climate change and green economy at four sector ministries to help mainstream CRGE into the national and sector development planning, budgeting, monitoring and evaluation as well as into the development cooperation. Substantive support was also provided to some of the "fast-track" components of the CRGE Strategy. This led to Ethiopia's first CRGE

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[13] http://www.un.org/millenniumgoals/

[14] http://documents.worldbank.org/curated/en/1994/07/698202/ethiopia-national-conservation-strategy-vol-1-5-national-policy-resources-base-utilization-planning-sustainability

[15] http://www.cbd.int/rio

[16] http://unfccc.int/resource/docs/napa/eth01.pdf

[17] http://www.et.undp.org/content/ethiopia/en/home/operations/projects/environment_and_energy/project_ClimateResilientGreenEconomy/

investment plan, in the energy sector, consisting in the development of a national clean cook stoves programme.[18] This programme covers the nine regions and the two city administrations of the country. Other interventions have also led to the review of the national energy policy or the supply of materials in implementing the CRGE that focuses on the renewable energy.

Hence, through its support to Ethiopia's CRGE, UNDP and the GoE not only pioneered the agenda of CRGE mainstreaming into the national planning, budgeting and M&E and development cooperation system of the country, but paved the way for a long-term climate-resilient and sustainable green growth. So far, the mainstreaming initiative involved advocacy, training of various scope, leadership development, development of tools and review and/or development of instruments to incentives actions. By mid-2014, specific achievements include:

- Awareness raising of decision makers and professional in nine regions and two city administration (BoFED/ZoFED) and in key CRGE sectors through training of 500 professional staffs on science, technical and policy issues, and impact of climate change and climate finance;
- Capacity needs assessment conducted for identifying CRGE activities in national planning, budgeting and reporting systems;
- First tools elaborated for national CRGE planning, budgeting and reporting (monitoring and evaluation);
- Draft instrument on green technology selection, importation, utilization and disposal prepared;
- Mainstreaming of the CRGE into the agriculture sector initiated through a Policy Investment Framework (PIF);
- Preliminary policy barriers to implementation of climate resilient green industrial development identified through rapid policy gap assessment;
- Capacity needs for the implementation of CRGE in the industry sector identified;
- CRGE Operational Manual prepared;
- CRGE Facility launched.

Based on these preliminary achievements, further steps are required to benefit from the existing momentum. Especially, three areas have been considered as a priority in the coming years, among the main stakeholders involved in climate change. It is recommended to continue to mainstream climate change and green growth in the economy, to increase access to climate finance, and to foster the capacity building on climate-resilient low-emission green growth.

CRGE implementation stakeholders analysis

UNDP's revised support to CRGE implementation also needs to take the current institutional arrangements for CRGE implementation as well as key stakeholders into account. This section presents the different stakeholders nfor CRGE implementation, with reference to the institutional arrangements of the CRGE Facility and considering the importance to identify "National Implementing Entities" as defined by the GCF. For this purpose, the CRGE Facility makes the distinction between stakeholders, and establishes a 'Strategic Window' and a 'Responsive Window'. National Implementing Entities are federal (i.e. line ministries) and regional entities that will be able to implement programmes in partnership with other non-state actors such as civil society organizations (CSOs), the private sector, academia, professional associations, youth associations, women associations, etc.

[18] http://www.cleancookstoves.org/blog/partner-spotlight-ethiopia.html

Under this approach, the Ministry of Environment and Forest (MEF) is the technical key entity in the functioning of the CRGE Facility and the National Designated Authority (NDA) or Focal Point[19] to the Green Climate Fund (GCF). The NDA is established for in-country ownership and coordination and acts as a central clearing house of proposals (by, among others, implementing the no-objection procedure for funding proposals and, acting as the focal point for communications with the GCF). Besides, MEF is entrusted to coordinating the implementation of the CRGE. Bodies such as the national REDD+ secretariat, the Designated National Authority (NDA) for the Clean Development Mechanism (CDM) and the Focal Point for the Adaptation Fund (AF) are hosted within MEF.

The Ministry of Finance and Economic Development (MoFED)[20] is the governmental coordinating entity, in consultation with the Ministry of Environment and Forest (MEF). This fundamental structure is compliant with the GCF guidelines. MoFED is responsible and accountable for the effective development, implementation and monitoring and evaluation of the CRGE Facility's portfolio implemented by federal and regional entities.

The Ministry of Agriculture (MoA)[21] is the federal entity tasked with agricultural development and issues relating to agricultural development. Entities such as the Institute for Biodiversity Conservation and the Ethiopian Agricultural Research Institute are under the responsibility of the Ministry of Agriculture. Given the vulnerability of the agricultural sector to climate change, it is expected that MoA is among the main line-ministries benefiting from climate finance.

The Ministry of Water, Irrigation and Energy (MoWIE) is mandated with the management and regulation of water basin resources as well as the energy sector of the country. The ministry is also responsible for the maintenance of energy reserves for the country. Additionally, it serves as a source of information by overseeing the Meteorological Services of the country. The executive organs accountable to the Ministry include the Awash Basin Authority, the Abay Basin Authority, the National Meteorology Agency, the Water Resources Development Fund Office, the Ethiopian Electricity Agency, and the National Petroleum Reserve Depots Administration. To achieve the objective set by the CRGE, i.e. low-carbon growth, it implies to decouple increasing energy consumption and potential increase in carbon emissions. The CRGE Facility is expected to support the MoWIE to finance renewable energy and energy efficiency activities in the country for the purpose.

Similarly, the Ministry of Urban Development Housing and Construction (MoUDHC), involved in the Green Cities project which aims at creating an adaptation program for over 1,000 cities in Ethiopia, the Ministry of Industry (MoI) and the Ministry of Transport (MoT) are expected to become major beneficiaries of climate finance via the CRGE Facility. These other line ministries will have an active role in green growth with CRGE units, and low-carbon technologies promotion activities, such as MoI working with different industry federations (leather, textile, chemicals, etc.) to facilitate clean technologies transfer.

In addition to UNDP, multilateral and bilateral development partners are also involved financially and technically supporting the CRGE Facility, especially Austria and the Department for International Development (DFID) from the United Kingdom, as well as the development cooperation agencies of

[19] NDAs for the GCF have to be designated by June 2014. Countries can designate a national designated authority (NDA), in conformity with the Governing Instrument, or mandate a country focal point to interact with the GCF. See GCF/B.05/06 about the Role of a National Designated Authority or focal point.
[20] www.mofed.gov.et/
[21] http://www.moa.gov.et/

Norway, Denmark and the World Bank. For instance, DFID supports the Strategic Climate Institutions Programme (SCIP),[22] a three year initiative (May 2012 – April 2015) channeling 15 million pounds to support the Ethiopian Government, non-governmental organizations (NGOs), the private sector, academia, research organizations and development partners to respond to the challenges of transitioning to a climate resilient green economy. Several other stakeholders – such as the Global Green Growth Institute (GGGI), the Climate and Development Knowledge Network (CDKN) and others – have also been providing valuable technical assistance and advisory services.

The Development Bank of Ethiopia (DBE) is a specialized financial institution established to promote the national development agenda through development finance and close technical support to viable projects from the priority areas of the GoE by mobilizing fund from domestic and foreign sources while ensuring its sustainability. DBE considers that these objectives can best be served through continuous capacity building, customer focus and concern to the wider environment. In terms of climate-related projects, DBE is currently developing a portfolio of CDM projects for Ethiopia. DBE is an important stakeholder to enable the private sector to access t climate finance, as allowed by the CRGE Facility. In response to the specific needs of CRGE investments for the private sector, the CRGE Facility plans to disburse resources via a range of intermediaries, like DBE, and financial instruments, like grants and results based payments. This is in line with the GCF and its Private Sector Facility.[23]

Review of national policies and strategies

The CRGE Strategy was developed in order to support strategic low-emission initiatives, which helps Ethiopia to deviate from its current development trajectory. The strategy identified over 150 initiatives across seven key sectors and prioritized 60 for implementation. Some of these initiatives include among others, export of power to neighboring countries, reducing electricity demand through efficient lighting in urban residential and commercial sectors, improving landfill gas management by capturing and flaring or changing the fuel mix by shifting freight transport from road to an electric rail network. Several of these policies and strategies were already in place when UNDP's support to CRGE implementation was originally conceived, while others were added during the past two year. Below is a summary of some of the key sector-specific policies and strategies:

- The Agriculture Climate Resilience Strategy: it is estimated that climate change could cost up to 10% of GDP in the hotter, drier scenario. Variations in temperature could have disastrous implications for the economy by affecting the production of coffee Arabica, the top export commodity for the country. The climate-resilient strategy for agriculture is prepared to enhance the resilience of the crop, livestock and forestry sub-sectors. The strategy has identified a number of priority response options, including research and enhanced co-ordination, and improvements in the availability of meteorological and agro-metrological data to farmers and communities.[24]
- The Climate Resilience Strategy for Water, Irrigation and Energy: MoWIE has received a financial assistance from the Government of Norway towards increasing access to sustainable energy and reduced greenhouse gas emissions in rural areas. MoWIE is also in the process of developing a Climate Resilience Strategy for water and energy.[25]

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[22] The two major components of SCIP are its fund (£10 million) and SCIP Climate Innovation Centre (£5 million), which mainly focus on the private sector to engage in green technology. The program also supports critical institutions charged with delivering Ethiopia's Climate Resilient Green Economy Strategy through technical assistance and support in international negotiations.
[23] http://www.gcfund.net/fileadmin/00_customer/documents/pdf/B-04_07_BMF_PSF_12Jun13_1745s.pdf
[24] Readiness for Climate Finance: Case Studies from Eastern and Southern Africa Ethiopia Case Study- One World, April 2014.
[25] Ibidem.

- According to the 2013 Ethiopian National Energy Policy,[26] despite the significant potential, the production and supply of clean energy is particularly problematic. Energy is one of the main areas that contribute to the climate vulnerability of countries like Ethiopia. Structural issues within the energy sector have left 70% of the population without access to clean energy sources. The New Energy Policy seeks to introduce different mechanisms to counteract deforestation and identify alternative energy sources. These efforts include rural electrification projects that will cater service the rural population. Harnessing the country's hydropower through the development of dams and improving grid connectivity represents part of the execution of the Energy Policy. Other strategies such as the use of biofuel and enhanced techniques for extracting energy from waste materials are being pursued.[27]
- The Plan for Accelerated and Sustained Development to End Poverty (PASDEP): it enabled the formulation of the following outcomes in order to improve resilience of the country and population to climate change: i) degraded land rehabilitated by water and soil and conservation measures increased from 0.82 million ha to 3.77 ha, ii) forest coverage increased from 4.1 million ha to 8.8 million ha, iii) hydropower generation capacity increased from 714 MW to 2,000 MW, iv) 4.6 million energy saving bulbs distributed. Towns and rural villages having access to electricity increased from 648 to 5,163; 3 million improved biomass energy savings stoves distributed as a result of which an estimate 26,176 ha of deforestation has been avoided, an equivalent of 36,575 tons of carbon dioxide emissions avoided; and home solar systems distributed to 10,081 rural families and 238 rural health stations and first cycle schools provided with solar electric power.
- The Growth and Transformation Plan (GTP):[28] the GTP clearly indicates that the country will follow green path of economic development. The plan has included 18 environment and climate change targets. GTP-2 is now under preparation, under the coordination of the National Planning Commission and it is likely that green economy will be one of the important objectives of this second plan.
- Another GoE response to climate change improving livelihoods is a social protection mechanism called the Productive Safety Net Programme (PSNP). The main objective of PSNP is to protect food consumption of chronically food insecure rural households in a way that prevents asset depletion at the household level and builds assets at a community level. The programme operates in 319 districts in eight national regional states.[29]
- Moreover, in response to the prevailing massive land degradation problem which threatens the agricultural sector's ability to ensure food security and income, the Government of Ethiopia developed a conceptual and institutional framework for sustainable land management, the Ethiopian Strategic Investment Framework for Sustainable Land Management (ESIF, 2008).
- Towards the realization of ESIF, the Sustainable Land Management Programme, SLMP 1,[30] supported by World Bank has been implemented from 2008-2013 under two major components: i) watershed management, ii) rural land certification and administration. Additionally, knowledge management, improved framework conditions for up-scaling and effective implementation of successful SLM approaches, strengthening of implementation structures for watershed development are included.

[26] http://www.mowr.gov.et/EEA/LEGAL/The%20national%20Energy%20Policy.pdf
[27] Ibidem.
[28] http://www.mofed.gov.et/English/Resources/Documents/GTP%20English2.pdf
[29] Ibidem.
[30] http://www.worldbank.org/projects/P107139/sustainable-land-management-project?lang=en

The SLMP 1 covers 35 watersheds in 37 woredas, with 11 other additional watersheds with the total area coverage of 211,000 ha. The SLMP 2 planning process has been completed.[31]

III. Objective, outputs and activities

Outcome 5 of the UNDAF 2012-2016 is focused on improving the governance systems, use of technologies and practices, and financing mechanisms that promote a low carbon climate resilient economy and society. The objective of UNDP's present CRGE Programme is in line with this UNDAF Outcome 5. The programme aims at promoting a proactive move away from the risk of a carbon-intensive economy and enhancing resilience to the impact of climate change. It aims to focus on activities that enhance resilience and promote green, low-carbon and climate resilient development. Upstream level interventions target three key issues: a) national policy, planning and institutional development processes, b) the establishment of CRGE Financing Facility and climate finance readiness, and c) capacity development on climate resilience, mitigation and related monitoring activities. The expected outputs of UNDP's CRGE Programme have been aligned with the respective UNDAF outputs since 2012 and remain unchanged.

Output 1: Policies, strategies, plans and coordination mechanisms that promote climate resilient green economy and society are developed/updated

UNDP has provided assistance on many initial aspects of the CRGE, through the provision of technical and financial resources and expertise as well as through support to participatory consultations and partnership building. Specifically, UNDP contributed to the various stages of drafting Ethiopia's CRGE Vision,and Strategy in support of the Government's efforts and in partnership with and other development partners. It also supported the Government of Ethiopia in the development of climate change adaptation programs in nine regions and two city administrations.

Under this output, the project will enforce the legal and institutional arrangements and processes for CRGE implementation at the national level. This must ensure that stakeholders are engaged effectively in ways that help build consensus and leadership, in a transversal approach, to make sure that climate-resilient low-carbon green development is a priority in each line-ministry. This output also will enable to up-scale the preeminence of the CRGE, in terms of its implementation and integration in the GTP.

Activities under this output will support stakeholders to identify data and data management needs to support CRGE planning and management. Using improved knowledge systems, decision makers will be further supported by strengthening alignment with national policy and good practices. Guidelines, tools and systems will be established and training will be provided to support effective CRGE implementation, including planning and management of tangible activities, and integration in the GTP will be prioritized.

Output 2: Finance and market mechanisms to promote climate resilient green economy developed

In order to enable Ethiopia to capture traditional and innovative sources of international climate financing, the Government of Ethiopia decided to set up a national financial mechanism, the CRGE Facility, to fund the implementation of the priorities set out in the CRGE strategy and the development

[31] http://www.worldbank.org/projects/P133133?lang=en

and implementation of CRGE investment plans. UNDP is supporting this process with institutional strengthening and through its Multi-Partner Trust Fund modality, where UNDP acts as the interim Administrative Agent for the Facility. This output will provide assistance to the entities created with the establishment of the CRGE Facility, such as the CRGE Facility Secretariat, with technical support to address the modalities requested by the GCF and make sure the modalities of the CRGE Facility are consistent with the GCF Board decision. The activities under this output include supporting the implementation of the CRGE Facility Operation Manual, the use of the performance based payment system, consultation and expanding partnerships.

Output 3: Capacities at national, regional and woreda institutions having the necessary human resource, technical capacity, system and procedures to plan coordinate and implement CRGE

Earlier UNDP's support to the CRGE was dedicated to mainstream and implement the CRGE in some of the key sectors of the CRGE vision and strategy, focusing on Water and Energy, Agriculture, Environment and Industry. In addition, capacity development and training for CRGE implementation at sub-national levels have been undertaken. Still, some gaps are remaining, and other line-ministries should be also sensitized and involved in the CRGE. This output will target additional sectors and strengthen the capacities of the ministries of Transport and Urban Development Housing and Construction, in particular.

This output will also contribute to elaborate and implement a capacity building program on adaptation and mitigation projects implementation and monitoring, and to put in place an overall and sector-specific Measurement, Reporting and Verification (MRV) frameworks. Capacity development needs will also be identified and the appropriate MRV management and coordination structures will be established. Rather than duplicate national level systems, capacity will be strengthened to ensure M&E entities can better utilize national monitoring systems.

The detailed results and resources framework including indicative activities is presented in section V of this document.

Program indicators, risks and assumptions

Changes in key political context may lead to changes in national and local development priorities. Changes in commitment may weaken governance and participatory and inclusive approach that have been so far consistent.

Disruption in planning cycle could lead to deferred, delayed or cancelled local level planning and that is why it is crucial to keep monitoring.

Gender issues should be regarded, as they may be more strongly affected by climate change and climate finance possibilities. This project shall take into account the gender issues and ensures gender equity during its implementation

Expected global, national and local benefits

Civil servants and government's officials will be equipped with tools, knowledge and skills to coordinate and operationalize the national CRGE strategy. This will enable them to spearhead the implementation of the strategy to the benefit of all Ethiopians, present as well as future generations.

The implementation of the CRGE strategy will place Ethiopia internationally at the forefront of successfully tackling climate change. It will also enable the country to handle environmental, economic and social development issues, reap benefits and boost sustainable development while striving towards a middle-income status.

Climate change adaptation and mitigation measures will be successfully integrated into the government's development agenda at federal and regional levels, triggering further actions such as fostering resilience building as a cornerstone of disaster risk management and effectively linking environmental, economic and social issues in the second Growth and Transformation Plan (GTP), for the period 2016-2020.

Capacity development needs

The CRGE Facility aims to provide financial support for implementation of climate change projects, as well as to provide support for capacity development within implementing and executing entities in the form of grants, loan guarantees, co-financing and concessional loans, or ex-post payments for verified results.

An operational manual has been developed and this will guide the monitoring and reporting of projects funded through the CRGE Facility. MEF in collaboration with MoFED conducted a workshop to present and consult on the operational guideline for the CRGE Facility. An operational manual has been developed and this will guide the monitoring and reporting of projects funded through the CRGE Facility.

In terms of Monitoring, Reporting and Verification (MRV) processes, the challenge going forward will be to establish baseline references for measurement, verification of climate change projects. As mentioned previously, the government is committed to ensuring that a robust MRV system is in place. However in order to achieve this, it has been acknowledged that there is a need to develop the technical skills to establish sector-specific reference baselines.

In order to effectively mainstream the CRGE strategy into sectoral development plans and programmes, CRGE Units are established in the key sectors of agriculture, industry, transport, water, irrigation and energy. For effective operationalization of the CRGE units, multifaceted capacity development activities have been undertaken.

Legal-institutional frameworks in place also include the establishment of National Climate Change Forum(NCCF).[32] The NCCF was set up in 2009 with the objective of supporting climate change adaptation, capacity building and research.

These actions will help the targeted ministries develop climate resilient sector strategies, programmes and projects. It is also planned to provide technical assistance to these sectoral ministries (urban development & construction, transport, etc.), design a 5-year capacity development programme, commence implementation of the capacity development programme (see annex 2 for details) with trainings on projects design, formulation and implementation and develop a portfolio of projects in sectoral ministries (urban development & construction, transport, etc.).

[32] http://www.climateethiopia.org/

IV. Partnerships

A number of additional financial arrangements for financing the country's CRGE investments are currently operational. These include: dedicated bilateral and multilateral climate change funds like the SCIP and the SREP respectively, trust funds like the Bio Carbon Fund and the SLMP II, and credit lines like the Market Development for Renewable Energy and Energy Efficient Product Fund (MDREEE). All these financial arrangements provide financing to support CRGE investments – with an emphasis on investments in renewable energy and adaptation and mitigation interventions in the forest and agriculture sector. For instance, the Climate Innovation Centre (CIC), SREP, Rural Electrification Fund (REF) and MDREEE have all been designed to enable private sector investments in CRGE initiatives. These financial arrangements provide risk sharing financial instruments and concessional loans to disburse resources to the private sector.

Donors and global funds

Within the framework of the COP 21, which will take place in Paris in 2015, France is looking for partnerships with countries that are implementing policies and projects in favor of the environment. As Ethiopia is a leader in the climate preparation, France, through the AFD[33] (French Development Agency) is funding loans for water sanitation and wind energy.

DFID leads the UK's work to end extreme poverty. Working towards ending the need for aid by creating jobs, unlocking the potential of girls and women and helping to save lives when humanitarian emergencies hit. In Ethiopia, it funds several organizations as it can be seen in the table below (SCIP, CIC, Bio Carbon Fund).

GIZ was commissioned by the German Federal Ministry for Economic Cooperation and Development (BMZ) to strengthen the competences, resources and capacity development of the Ethiopian Ministry of Agriculture and its decentralized structures and small-scale farmers. In addition, the project's current focus is on providing advisory services to the national SLM program which involves finding ways of improving the necessary conditions for its broad-based implementation.

A major investment by Norway, the United Kingdom, and the United States will ramp up and transform current efforts to promote sustainable forest landscapes. The initiatives will target landscape-level programs and leverage the Bio Carbon Fund's experience to develop a portfolio of investments across diverse regions. In collaboration with private-sector partners, the initiative will expand sustainable land management practices and technologies for forest protection and climate-smart agriculture.[34]

The LDCF[35] was established to address the special needs of the Least Developed Countries (LDCs) under the UNFCCC. Specifically, the LDCF was tasked with financing the preparation and implementation of National Adaptation Programs of Action (NAPAs) and National Adaptation Plans (NAPs). The National Adaptation Plan (NAP) process was established under the Cancun Adaptation Framework (CAF).[36] It enables parties to formulate and implement National Adaptation Plans (NAPs) as a means of identifying medium- and long-term adaptation needs and developing and implementing strategies and programs to

[33] Agence Française de Développement is the operator for France's bilateral development finance mechanism. It is a public industrial and commercial institution with the status of specialized financial institution. http://www.afd.fr
[34] http://www.worldbank.org/en/news/feature/2013/11/20/biocarbon-fund-initiative-promote-sustainable-forest-landscapes
[35] http://www.thegef.org/gef/LDCF
[36] http://unfccc.int/adaptation/workstreams/national_adaptation_plans/items/6057.php

address those needs. It is a continuous, progressive and iterative process which follows a country-driven, gender-sensitive, participatory and fully transparent approach.

Table: Financial Arrangements for Ethiopia's CRGE Investments[37]

Financial arrangement	Amount	Source	Time frame	Focus	Access	Disbursement instrument	Management
Strategic Climate Institutions Programme (SCIP)	The Fund holds a total budget of about £9m to £12m	DFID, Norway and Denmark	4 years (2011 – 2015)	SCIP is a climate fund that aims to build Ethiopia's capacity to cope with climate change and respond to the challenges of transitioning to a climate resilient green economy. The fund provides demand driven support for strategic and institution building activities on climate change.	Ethiopian government agencies, civil society organisations and academia.	Grant	The Fund is managed by KPMG with supervision from the SCIP Oversight Committee (SOC), comprised of 12 state and non-state parties and co-chaired by MEF and DFID.
Climate Innovation Centre (CIC)	Business Plan envisages an investment of US$15.9m (47% for financing, 35% for programs and 18% for staff and centre costs)	DFID, Norway and World Bank	5 years (Launched Dec 2013 and operational in 2014)	CIC will provide financing, and advisory services to local climate innovators and entrepreneurs interested in investment in low carbon technologies and solutions in 5 primary sectors: sustainable agribusiness, biofuels and bio-mass, transportation technologies, hydropower (micro) and energy efficiency	Entrepreneurs and SMEs	Risk capital through two types of financial instruments: 1. Proof of concept funding 2. Seed capital financing	CIC is part of the World Bank global network of climate innovation centres managed by infoDev. In Ethiopia it is managed through a consortium led by the Horn of Africa Regional Environment Centre (HoAREC) – a regional institution hosted by the Addis Ababa University
Scaling Up Renewable Energy Programme (SREP)	US$50m of which US$19.5m allocated from the SREP Reserve Fund	Climate Investment Funds		SREP provides funds for scaling up renewable energy investments. In Ethiopia, it is financing three projects: geothermal, wind and the establishment of a clean energy SME facility		Grant (95%) Loan (4%)	Administered by the World Bank.

[37] http://pubs.iied.org/pdfs/10066IIED.pdf

BioCarbon [illegible]	US$18 [illegible]	DFID (US$5m), Norway (US$13m) Forest Carbon Partnership Facility		The BioCarbon Fund allocates resources to projects that sequester or conserve carbon in forest and agro ecosystems and directly benefit poor farmers. It is the first carbon fund that focuses on land use. In Ethiopia, the fund supports the Humbo Assisted Natural Regeneration project. It supports the CRGE initiative with a specific focus on financing the REDD+ programme, which focuses on forest protection and land rehabilitation activities.			The Fund is housed within the Carbon Finance Unit at the World Bank.
Sustainable Land Management Programme (SLMP) Trust Fund	US$114m	Norway (US$50m), SIDA (US$50m), GEF (US$14m)	2013 - 2019	Supports investments that reduce land degradation and increase land productivity of small holder farmers		Grant	World Bank
Rural Electrification Fund (REF)	US$150m	World Bank and GEF under the Energy Access Programme		REF supports the private component of the National Rural Electrification Strategy. It provides financing to support the expansion of renewable and non-renewable energy services in rural areas.	Eligible private and non-government project promoters	Loan	REF is administered by the Alternative Energy Technology Dissemination Directorate under the Ministry of Water & Energy. A Rural Electrification Board (REB) directs the activities of the Directorate. The Development Bank of Ethiopia (Trust Agent) is the financial intermediary between the Rural Electrification Fund and Project Promoters.
Market Development for Renewable Energy and Energy Efficient Product (MDREEE)"	US$20m	World Bank (IDA)		The primary objective of the credit line is to provide and/ or facilitate investments in Renewable Energy Technology and Energy Efficient products by the private sector and promote the development of Renewable Energy Technology and Energy Efficient markets in Ethiopia.	Households, micro finance institutions and project developers (SMEs & Private Sector Enterprises)	Loan	Development Bank of Ethiopia is the implementing agency for this credit line

Technical partners

Many entities are involved in the CRGE programme, especially NGOs such as the Ethiopian Civil Society Network on Climate Change (ECSNCC) which is hosted by Forum for Environment (FFE)[38]. ECSNCC is a loose network of Ethiopian civil society organizations working on climate change. It was first conceived during the 2007 Green Forum that held the first national meeting on climate change. It has stirred the establishment of a civil society coalition on climate change. On behalf of eight European Ecumenical agencies (E8) Dan Church Aid, an international NGO, hosted a one day experience and information sharing meeting with Ethiopian partner CSOs in the beginning of November 2008 with the outcome of the establishment of an advocacy working group who founded the Ethiopian Climate Change Network of Civil Society Organizations. The network was launched on January 2009 and currently the network has more than 60 member organizations.

FFE is a secretariat of the established Ethiopian Civil Society Network on Climate Change which is co-chaired with Sustainable Land Use Forum as of March 2010. The founding members are Action for Development, Dan Church Aid, Forum for Environment (FFE), Poverty Action Network Ethiopia, SOS Sahel Ethiopia and Sustainable Land Use Forum. Currently, ECSNCC has organized itself within ten working groups to tackle different aspects of climate change and each working group has drawn out a three years action plan in alignment with the objectives of the network.

The Ethiopian Environment Review[39] is a periodic assessment of different thematic sectors of the Ethiopian environment, which helps to meet the need for reliable and up-to-date information on the status of the natural resources, people and legal situation in the country. The aim is to influence public thinking and aid decision making.

As shown in the table above, there is also the Ethiopia Climate Innovation Center, which supports Ethiopian Small and Medium Enterprises (SMEs) that are developing innovative solutions that address climate change challenges. The Ethiopia Climate Innovation Center aims to accelerate the development, deployment and transfer of climate technologies by providing SMEs a set of holistic country-driven support services, including early-stage financing, business support and capacity building. The Ethiopia CIC is an initiative supported by the World Bank's info Dev, and is part of a global network of CICs being launched by infoDev's Climate Technology Program (CTP) in the Caribbean, Ghana, India, Kenya, Morocco, South Africa, and Vietnam. The Ethiopia CIC is funded by the United Kingdom's UKaid and the Norwegian Ministry of Foreign Affairs. It is a key component of DFID's Strategic Climate Institutions Program (SCIP) in Ethiopia and the Government of Ethiopia's Climate Resilience and Green Economy (CRGE) vision - which provides Ethiopia with a common goal and road map for achieving a climate resilient green economy by 2025.

Norway, through its Energy+ programme, organized a private sector consultation to contribute to the GoE's efforts to advance its CRGE strategy and the complementary goals of enhanced renewable energy deployment and increased energy access, particularly to off-grid communities

The CDKN[40] (Climate and Development Knowledge Network) supports the CRGE facility for its validation with the Adaptation Fund. CDKN is supporting the Government of Ethiopia (GoE) to implement its CRGE

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[38] http://www.ffe-ethiopia.org/
[39] Written by the Forum for Environment. The objective of this review is to address the challenge of having reliable and relevant information on the environmental resources of Ethiopia.
[40] http://cdkn.org/regions/ethiopia/

Strategy, achieve its low carbon economic growth targets and develop its institutional and fiduciary approach to manage climate finance flows. CDKN's work is currently focused on building capacity within MEF in the areas of knowledge management, climate finance, and monitoring, reporting and verification. This work has been extended through to 2015 with financial support from the UK Department for International Development's Strategic Climate Institutions Programme.

Apart from its support for CRGE implementation, CDKN has also invested in several other projects with wide-ranging concerns at the climate and development interface. These include preliminary work towards up-scaling the National Biogas Program, and implementing national-level advocacy and capacity building strategies to connect government officials, humanitarian organizations and affected communities and increase their ability to address climate-related challenges.

The Global Green Growth Institute (GGGI) is an international, interdisciplinary and multi-stakeholder organization driven by the needs of emerging and developing countries. It has been established by several forward-thinking governments to maximize the opportunity for "bottom up" (i.e., country- and business-led) progress on climate change and other environmental challenges within core economic policy and business strategies. The GGGI is active in Ethiopia and is involved in the CRGE as a "think-tank".

Replicability

Given the current interest of several UNDP/GEF programme countries to contribute to climate finance readiness, the experience and the results and lessons learnt in this project are expected to be of direct interest also to other countries. Close monitoring and evaluation of the project implementation and results also in this respect will be of primary importance.

The project seeks to facilitate continuing contacts and co-operation between the different stakeholder groups at the national and international level by organizing seminars, workshops and other public events, thereby bringing the project proponents, policy makers and potential investors / other donors together.

Synergies

With its Climate Resilient Green Economy (CRGE) Programme, UNDP Ethiopia is aiming to boost green growth and resilience and transform its development model. Some of UNDP Ethiopia's ongoing projects which are aligned with the CRGE Strategy are briefly discussed hereunder:

- Boosting conservation efforts to safeguard Ethiopia's biodiversity, ecosystems, and ecological processes is part of the ***"Sustainable Development of Protected Areas"*** project. Expanding protected area coverage and involving local communities in these efforts could be one of the most effective ways to reinforce nature's and people's resilience to climate change, increase tourism revenues, bolster business development and create job opportunities in Ethiopia.
- Developing effective coping mechanisms to reduce the vulnerability of farmers to climate change is part of the ***Promoting Autonomous Adaptation*** project. Ethiopia emphasizes adaptation, conservation and rehabilitation of environmental resources and is embedding climate resilience into its development policies, plans and programs. Ethiopia's economy and the wellbeing of its people are closely linked to agriculture and the use of natural resources-water, land, soil, forests, biodiversity and the fisheries. This means that adaptation and action towards climate resilience can

largely be achieved by focusing on improving performance and management of its natural resources.

- Providing Incentives to Farming Communities to conserve Wild Crop relatives and landraces is part of the ***Mainstreaming Agro-Biodiversity*** project. The government of Ethiopia believes that agricultural-led development can co-exist with and complement agro-biodiversity conservation are locally informed, properly designed and implemented. The country is stepping up its efforts to integrate biodiversity and ecosystems objectives into multiple sectors; to promote more sustainable production practices that maintain land and water ecosystem services; and to conserve biodiversity.
- Building community resilience in disaster prone areas is part of the "***Disaster Risk Reduction and Livelihoods Recovery***" project. Firstly, disaster risk profiling is planned to be carried out throughout Ethiopia to help the country prepare for disasters before they occur. Secondly, the government has designed a Disaster Risk Management - Strategic Programme and Investment Framework (DRM-SPIF) to establish a comprehensive and integrated disaster risk management system in Ethiopia. Thirdly, Ethiopia has enhanced its preparedness through an extensive early warning system (EWS).
- ***"Strengthening Climate Information and Early Warning Systems"*** is an Africa-wide UNDP GEF programme, which is also implemented in Ethiopia to foster climate resilient development and adaptation to climate change. The cardinal objective of the project is to strengthen the climate monitoring capabilities, early warning systems and available climate-related information for responding to climate shocks and planning adaptation to climate change in Ethiopia.



V. Results and resources framework

In order for Ethiopia to become a low emission climate resilient economy, there is a need for strong national policy, appropriate activities financing and capacities to implement actions. The objectives of strengthening resilience to climate change and climate risks, and shifting to a lower GHG emission economy with improved access to secure energy, are closely intertwined with development choices across a variety of sectors such as agriculture and land-use, energy, water management, sanitation, waste management, urban development and planning, health and transports. It is important to consider both the trade-offs and synergies between adaptation and mitigation and to guard against possible negative side effects whilst maximizing the potential for accelerated development gains. Similarly, development objectives must be aligned with the low emission climate resilient development agenda.

The project's overall objective is to support the realization of low emission climate resilient green economy in Ethiopia. It will align with the CRGE and the GTP-2 strategies by operationalizing climate finance access and preparing and implementing a capacity building program into 5-year annual work plans.

Intended Outcome as stated in the Country Programme/UNDAF Results and Resource Framework: **UNDAF Outcome 5**: By 2015, the governance systems, use of technologies and practices, and financing mechanisms that promote low carbon climate-resilient economy and society are improved at all levels
Outcome indicators as stated in the Country Programme/UNDAF Results and Resources Framework, including baseline and targets:
Applicable Key Result Area (from 2014-2017 Strategic Plan): Environment and Sustainable Development
Partnership Strategy: refer to pages 18-23
Project title and ID (ATLAS Award ID): Climate Resilient Green Economy Programme- 00082850

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
Output 1 Policies, strategies, plans and coordination mechanisms that promote climate resilient green economy and society are developed/updated ***Activity results:*** *1) Climate change mainstreaming deepened into Growth and Transformation Plan;*	2013-2014 Targets: National framework on CRGE – five sectoral policies/strategies – six regional strategies/action plan,	•Support of the capacity of the National Planning Commission (NPC) at planning and implementation stages •Provide technical assistance to the NPC in the preparation of GTP-2 •Provide technical assistance for the implementation and assessment of the	MoFED, MEF, NPC, ERDI	UNDP: 400 000 USD (Funded) UNDP: 400 000 USD (Unfunded)

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
2)CRGE Strategy implementation supported by a sound knowledge management and research-based approach; *3) The Environmental Policy is revised through an assessment and technical assistance* *4) Implementation of prioritized green technologies and raising of awareness on GTs* ***Base lines**:* *There is no the required level of support of the NPC;* *There are no revised Environmental Policy, forest sector management guidelines and training manuals;* *The assessment of needs for Green Technologies has not adequately covered all sectors and regions* ***Indicators:*** *Number of management guidelines/ manuals;* *Number of technical assistance/ trainings provided by considering gender equity* *Number of sectorial and regional policies/strategies/plans formulated*	2014-2015 Targets: CRGE complaint GTP-2 as per options identified in the CRGE Strategy of Ethiopia exist Two sectors developed CRGE strategies and action plans; Forest sector management guidelines/ manuals availed; State of the Environment Report prepared At least two global climate change negotiation / consultation forums attended by considering gender equity; 165 experts of which 50 % of them are women are able to prepare State of Environment Report; One green technology needs assessments undertaken by national and regional level sector institutions; 200 experts of which 50 % are women trained and are able to undertake TNA , 30 prepare investment proposal , and 100 gain understanding on forest carbon trading & rehabilitation of degraded and 30 be equipped with monitoring and evaluation	Green Economy Objectives in the GTP-2 •Support CRGE Sectors to develop Climate Resilient Strategies and to build the capacity of the sector to mainstream CRGE •Implementing the CRGE strategy•Integration of CRGE in GTP•Guidelines, knowledge tools developed •Action research analysis and findings on green economy •Assess the Environmental Policy of Ethiopia and develop Forest sector •Preparation of the 3rd State of the Environment •Support MEF, MoFED and key sectors to participate un global climate change negociation •Assess and prioritize Green Technology needs, implement selected green technologies •Monitoring & Evaluation/HACT		

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
and/or developed in gender sensitive manner *Number of new initiatives identified, funded and implemented;* *Inputs to review Ethiopia's environmental policy;* *Availability of SOE Report* *No of global CC negotiation attended by key sectors;* *No of Green Technologies implemented;* *No of documents prepared on best practices and GT Availability of CRGE complaint GTP-2 as per options identified in the CRGE Strategy of Ethiopia;* *No of sectors developed CRGE strategies and action plans in gender sensitive manner*	skills; 100 participants of which 50 % are women participated on experience visits regarding best practices on green technologies; 2 green technology initiatives implemented in gender sensitive manner At least one documents prepared on best practices and green technologies; 2014-2016 **Targets:** The National Planning Commission (NPC) has elaborated and monitored the CRGE Objectives into the GTP II. ; National environmental policy is updated and developed by considering the gender equity Green Technologies are implemented in gender sensitive manner after assessing the needs.			

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
	2015-2016 **Targets:** A research programme is established on the effects of green growth policies on the patterns and volume of trade, on national and firm competitiveness, and on employment. Research studies are launched on the challenges and opportunities associated with reforming environmentally perverse fiscal measures; provide policy guidance on an effective design and implementation of fiscal instruments for a green economic transition. National environmental policy, Forest strategy, guidelines and manuals are developed or updated; National and regional needs for Green Technologies are assessed and selected green technologies are implemented in gender			

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
	sensitive manner			
Output 2 Finance and market mechanisms to promote climate resilient green economy developed ***Activity results:*** *1) Availability of National financial/funding mechanisms* *2) The CRGE Facility is fully operational and has received accreditation for direct access from the GCF;* *3) Intermediaries and financial mechanisms applicable to Ethiopia identified* ***Base lines**: CRGE facility not accredited by GCF;* *CRGE Facility is unable to raise adequate funds* **Indicators:** *Preparation of principles and standards to be accredited by the GCF;* *Amount of funds available in the CRGE Facility;* *Amount of the entering and exiting*	2013-2014Targets: One national CRGE financial facility will be established and operational 2014-2015 CRGE facility accredited; Financing to the CRGE Facility from different sources increased by 30%; Disbursement to respective sectors from CRGE Facility increased by 20% 2013, 2014, 2015, 2016 Targets: MoFED/CRGE Facility is accredited by GCF 2015-2016 Targets: at least one intermediary has been designated to contribute to the financing of the private sector	•Accreditation process to the GCF conducted by international consultant •Review and apply the requested draft initial fiduciary principles and standards and interim environmental and social safeguards of the GCF •Participation to the readiness and preparatory support activity plan •Review the mandates and roles of financial institutions in Ethiopia and develop criteria to select intermediaries in the sense of the GCF •Review and contextualize the available financial instruments in the Ethiopian context •Build the capacity of intermediaries and the private sector •Facilitate the private sector engagement in the CRGE implementation on access to climate finance through the CRGE Facility is facilitated •Monitoring & Evaluation/HACT	MoFED, MEF	UNDP: 400 000 USD (Funded) UNDP: 500 000 USD (Unfunded)

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
funds yearly; *Level of financing channeled to the CRGE Facility from different sources;* *Level of disbursement made to respective sectors from CRGE Facility;*				

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
Output 3 Capacities at national, regional and woreda institutions having the necessary human resource, technical capacity, system and procedures to plan, coordinate and implement CRGE ***Activity results:*** *1) Strengthened capacities of line ministries to implement the CRGE and GCF funded projects* *2) Strengthened capacities of targeted line ministries to develop climate resilient sector strategies, programmes and projects* *3) Creation of a sector specific Capacity Building Program document* *4) M&E and MRV capacities of line ministries strengthened* *5) Sectoral experts gain competency on application of* result based management and budgeting 6) *New bankable projects developed and submitted to GCF* **Baselines** : *Capacity Building Program is not developed;* *Inadequate resilience building activities and poor conservation and unsustainable management of*	2013-2014 At least four federal institutions and their regional and woreda equivalent will have necessary human resource, technical capacity, system and procedures to plan, coordinate and implement CRGE programs at their respective levels 2014-2016 Target: A large Capacity Building Program is developed at national and sectoral levels in gender sensitive manner 2015- 2016 **Targets:** A portfolio of low emissions projects is implemented / A portfolio of adaptative and climate-resilient projects is implemented M&E and MRV systems and result based management and budgeting are developed at national and sectoral levels 2014-2015 **Targets:**	•Design a 5 years capacity building program •Commence implementation the capacity building programme with trainings on projects design, formulation and implementation •Technical assistance provided to the sectoral ministries (urban development & construction, transport, etc.) •Develop a portfolio of projects in sectoral ministries (urban development & construction, transport, etc.) •Technical assistance to design M&E system in 7 ministries •Technical assistance to design MRV in 7 ministries •M&E software tools to monitor the CRGE implementation •MRV software tools to monitor sectoral GHG emissions •Train CRGE key sector experts on management, budgeting, climate finance and other related areas • Provide TA for key SRGE Sectors on formulation of bankable projects	MoFED, MEF, MoA, MoWIE, MoUDC, MoI, MoT	UNDP: 1 500 000 USD (Funded) UNDP: 1 200 000 USD (Unfunded) UNDP: 1 500 000 USD (Unfunded) 600 000 (Funded)

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
natural capital *Lack of skill for formulating bankable projects and preparing investment proposals* **Indicators:** *Capacity Building Program document developed* *Proportions of M&E and MRV systems developed;* *No of new projects submitted to the GCF;* *No of federal and regional experts trained in order to be able to prepare investment proposals;* *Number of national, regional and woreda institutions having the necessary human resource, technical capacity, system and procedures to plan, coordinate and implement CRGE programs;* *Level of new resources mobilized;* *No of Middle level management bodies gained understanding on CRGE visions, strategies and any other related areas;*	5 bankable projects prepared to be submitted for GCF One capacity development programme for CRGE implementation put in place Level of new resources mobilized increased by 30%; 40 environmental school clubs established;	•Train federal and regional experts on the preparation of investment proposals, on forest carbon trading and rehabilitation •Formulation and submission of bankable projects •Monitoring & Evaluation/HACT		

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
Number of environmental school clubs established;				

VI. Annual Work Plan - EFY 2007

EXPECTED PROJECT OUTPUTS *And baseline, associated indicators and annual targets*	PLANNED ACTIVITIES *List activity results and associated actions*	ETHIOPIA FY Budget (USD)				RESP. PARTY	PLANNED BUDGET		
		2007		2007			Funding Source	Budget Description	Amount (USD)
		Q1	Q2	Q3	Q4				
		UNDP FY 2014		UNDP FY 2015					
		Q3	Q4	Q1	Q2				
Output 1: Policies, strategies, plans and coordination mechanisms that promote climate resilient green economy and society are developed/updated									
Baseline: CRGE strategy & coordination mechanism in place; however, sector specific CRGE strategies, action plans, and implementation tools etc not yet completed. **Indicators:** 1) Availability of CRGE complaint GTP-2 as per options identified in the CRGE Strategy of Ethiopia; 2) No of sectors developed CRGE strategies and action plans;	**Activity result 1.1 CRGE Strategy integrated in Ethiopia's Growth and Transformation Plan 2**								
	Action 1.1.1. Provide technical assistance to national planning commission for integration and mainstreaming of CRGE in to GTP-II planning, implementation and monitoring	22750	22750	22750		MOFED/NPC	UNDP	Long Term Consultant (Local)	34,000
								Travel	10,000
								Consultation workshops/ meetings	14250
								Supplies and publications	10,000
	Action 1.1.2. Prepare GTP 2 through mainstreaming CRGE		25,000			MEF	UNDP	Periderm	21,250
								Procurement	2500

Targets: 1) CRGE complaint GTP-2 as per options identified in the CRGE Strategy of Ethiopia exist; 2) Two sectors developed CRGE strategies and action plans;	issues							travel	1250
Base line: There are no revised Environmental Policy, forest sector management guidelines and training manuals; **Indicators** 1) Existence of inputs to review Ethiopia's environmental policy(yes/no); 2) Availability of forest sector management guidelines/ manuals; 3) Availability of endorsed State of the Environment Report; 4) No of global climate change negotiation / consultation forums attended by key sectors; 5) No of experts who are able to prepare State of Environment Report; 6) No of sector representatives participated on international climate change conferences and other forums; **Targets** 1)Review of Ethiopia's environmental policy; 2) Forest sector management	Activity result 1.2: **National environmental policy and national CRGE policy, strategy, guidelines and manuals developed or updated**								
	Action 1.2.1 Assess the Environmental Policy of Ethiopia;		6000			MEF	UNDP	Workshop	1000
								Consultant (National)	5000
	Action 1.2.2 Undertake validation workshop on findings of the assessment				9000			Travel	9000
	Action 1.2.3 Provide TA to develop Forest Sector management /conservation guidelines and manuals; Action 1.2.4 Undertake workshop on developed tools	20,000		20,000		MEF	UNDP	Consultant	10,000
								Workshop	15,000
								Procurement	15,000
	Action 1.2.5 Training workshops conducted in 4 clusters to Federal and Regional stakeholders on State of the Environment Report preparation Manual	30,000				MEF	UNDP	Training /workshop	20,000
								Procurement	2000
								Local travel	8000
	Action 1.2.6 Technical and material support provided to Regions and Federal Sectors during the preparation of the 3rd SOE of Ethiopia.		10,000	10,000		MEF and regional MEF		Procurement	14500
								Local Travel	5500

guidelines/ manuals availed; 3) State of the Environment Report endorsed (if prerogative of GoE); 4) At least two global climate change negotiation / consultation forums attended; 5) 165 experts are able to prepare State of Environment Report	Action 1.2.7 Enhance the roles of MOFED and key sectors in the international climate change policy making through Participation in the climate negotiations and other related forums;			20,000	30,250	MoFED	UNDP	Travel (international)	50,250
	Action 1.2.8 Support MEF Ito participate in global climate change negotiation		20,000			MEF	UNDP	Travel (International)	20,000
Baseline: The previous needs assessment has not adequately covered all sectors and regions. **Indicators**: • Number of green technology needs assessments undertaken by national and regional level sector institutions; • Number of experts who are able to undertake TNA, prepare investment proposal, and do monitoring and evaluation; • Number of participants involved on experience sharing visit regarding best practices and technologies; • Number of green technology initiatives implemented; • Number of documents prepared on best practices and green technologies; ***Target:***	Activity Result 1.3: National & regional level needs assessment on Green Technologies conducted and implemented								
	Action 1.3.1 Organize workshop on a technology needs assessment Action 1.3.2 Train regional experts on preparation of technology need assessment and action plan, etc.)		30,000			MEF	UNDP	Workshops/training	10,000
								Local travel	20,000
	Action 1.3.3 Prioritize technologies & Prepare action plan and proposals		50,000			MEF	UNDP	Workshop	20,000
								Local travel	30,000
	Action 1.3.4 Undertake local experience sharing visit on best practices and technologies;	34,920				MEF	UNDP	Local travel	10,000
								Procurement	10,000
								perdiem	14920
	Action 1.3.5 Procure selected green technologies;		60,000			MEF	UNDP	Green technology procurement	60,000
	Action 1.3.6 Undertake awareness raising on GTs		20,000					Local travel	10,000
								Perdiem	10,000
	Action 1.3.7 Document best practices and lessons		10,000			MEF	UNDP	Local travel	4,000
								Documentation	6,000
	Activity Result 1.4 Climate change resilience strategies developed for selected sectors;								

• One green technology needs assessments undertaken by national and regional level sector institutions; • 200 experts trained and are able to undertake TNA , 30 prepare investment proposal , and 100 gain understanding on forest carbon trading & rehabilitation of degraded and 30 be equipped with monitoring and evaluation skills; • 100 participants shared experience visits regarding best practices on green technologies; • 2 green technology initiatives implemented; • At least one documents prepared on best practices and green technologies;	**Action 1.4.1** Support CRGE Sectors to develop Climate Resilient Strategies and to build the capacity of the sector to mainstream CRGE (UDHC, MOT)			72200	72200	MOFED/Sectors/MEF	UNDP	Long Term Consultants (Inter.) Consultations and workshops supplies Workshops/trainings Travel(local)	129,400 6320 2500 5000 1180
Sub total (per quarter)		107670	253750	144950	111450				
Sub-total (per half-year)		361,420		256,400					
Sub-total (EFY 2007)									617820
Output 2:Finance and market mechanisms to promote climate resilient green economy developed									
Baseline: A CRGE Facility established and operational under MOFED **Indicators**: • Availability of CRGE resource mobilization roll out; • Accreditation of CRGE facility (yes/no) • Level of financing channeled to the	**Activity result 2.1.** . Accreditation of the CRGE Facility/MOFED by the Green climate Fund (GCF) facilitated;								
	Action 2.1.1 *Provide TA for accreditation of CRGE facility*		20,000	30,000		MOFED	UNDP	Consultant (short term)	50,000
	Activity Result2.2. *Operationalization of the CRGE Facility enhanced;*								
	Action 2.2.1 ▪ Staff CRGE Facility Secretariat with necessary	21250	21250	21250		MOFED	UNDP	Wage and salary Travel (local)	60,000 3,750

CRGE Facility from different sources; • -Level of disbursement made to respective sectors from CRGE Facility **Targets:** • • Resource mobilization strategy effectively implemented leading to xx% in increase of funding CRGE facility accredited; • Financing to the CRGE Facility from different sources increased by 30%; • Disbursement to respective sectors from CRGE Facility increased by 20%;	competencies ▪ Provide training on fiduciary capacity development for CRGE units ▪ Provide support related to systems and procedures to manage the Facility's operations including development of operational manual								
	Activity result 2.3: Resource mobilization strategy roll out:								
	Action 2.3.1 - Develop resource mobilization strategy from multiple sources (public, private, domestic, international; - Start implementation of Resource mobilization strategy		15,000			MOFED	UNDP	Workshops and meetings Publication and dissemination	10,000 5, 000
	Activity result2.4: National system put in place to enhance the voluntary engagement of the private sector to mitigate and adopt climate change;								
	Action 2.4.1 - TA support for preparation of a national system to enhance the voluntary engagement of the private sector to mitigate and adopt climate change; - Undertake validation & sensitization workshop			20,000	30,000	MOFED	UNDP	Consultant (intern.) Workshops and meetings Travel	40,000 5,000 5,000
Sub-total (per quarter)		21,250	56,250	71,250	30,000				
Sub-total (per half year)		77,500		101,250					
Sub-total (EFY 2007)									178750

Output 3.Capacities at national, regional and woreda institutions having the necessary human resource, technical capacity, system and procedures to plan, coordinate and implement CRG									
	Activity Result 3.1 CRGE Implementation capacity assessed								
Base line : Sector specific CB program document **Indicators** Comprehensive CB program Review document CRGE Implementation CB program document **Targets** One CRGE CB review document One CB program document for CRGE Implementation	Action 3.1.1 Review the systemic , institutional and individuals capacity for the CRGE Implementation and prepare capacity building program document for CRGE implementation in Ethiopia		40,000					Consultant (N)	20,000
								Travel	15000
								Validation workshop	5000
Indicators: • No of new projects developed and submitted to GCF; • Level of new resources mobilized; • No of Middle level management bodies gained understanding on CRGE visions, strategies and any other related areas; • No of federal and regional experts able to prepare investment proposals; • Number of environmental school clubs established; **Targets:** • 5 bankable projects prepared to be submitted for GCF; • One capacity development programme for CRGE implementation put in place;	Activity result 3.2 Bankable projects formulated;								
	Action 3.2.1 Provide TA for key CRGE Sectors on formulation of bankable project which can be submitted to the GCF board			13,080	10,000	MOFED/ CRGE Sectors	UNDP	Consultant (short term)	23,080
	Action 3.2.2 Train federal and regional experts on the preparation of investment proposals;			20,000		MEF	UNDP	Training	10,000
								Local travel	5000
								Procurement	5000
	Action 3.2.3 Train federal and regional/woreda experts and concerned stakeholders on forest carbon trading and rehabilitation			20,000		MEF	UNDP	Training	10000
								Local travel	5000
								Procurement	5000
	Activity result 3.3Middle level management bodies gained understanding on CRGE visions, strategies and any other related areas;								

• Five new projects developed and submitted to GCF; • Level of new resources mobilized increased by 20%; • No of federal and regional experts able to prepare investment proposals; • 40 environmental school clubs established;	3.3.1Conduct awareness on CRGE visions and strategies for middle level management bodies		20,000			MEF	UNDP	workshop	16,000
								Local travel	3000
								Procurement	1000
	Activity Result 3.4 CRGE Facility Result Matrix and Monitoring and Evaluation System familiarized;								
	Action 3.4.1 Organize trainings and workshops to familiarize the CRGE Facility Result Matrix and the monitoring and Evaluation system		30,000	30,000		MOFED	UNDP	Travel	25,000
								Workshop	25,000
								Supplies	10000
	Activity result 3.5 Environmental Clubs established;								
	Action 3.5.1 Establish Environmental Clubs in four emerging regions CRGE issues		6000			MEF	UNDP	Procurement	6000
	Action 3.5.2 Provide training;		4000					Travel	1000
								Training	3000
	Activity result 3.6: Experts gained competency on application of results based management , result based (programme) budgeting and etc								
	Action 3.6.1 Train regional and woreda experts on project monitoring and evaluation	20,000				MEF	UNDP	Training	13,000
								Travel	4,000
								Procurement	3,000
	Action 3.6.2 Provide intensive training for experts drawn from key CRGE sectors results based management, budgeting, climate finance and other related areas		15,000	15,000	15,000	MoFED	UNDP	Consultants	20000
								Travel	15000
								Trainings	10000
	Salaries of Experts	18450	18450	18450	18450	MEF	UNDP	Salaries	73800
	Salary of CRGE Project Manager		18450	18450	18450		UNDP	Salaries	55350
	Communication, quality assurance (monitoring and supervision...)	1000	2000	2000	2000	MEF	UNDP	Communication, monitoring and supervision	7000

	Communication, quality assurance (monitoring, auditing supervision)	2300	2300	2300	2300	MoFED	UNDP	Communication, monitoring and supervision	9200
Sub total (per quarter)		41,750	156,200	139,280	66,200				
Sub total (per half-year)		197,950		205,480					
Sub total (EFY 2007)									403,430
Grand total (per quarter)		170,670	466,200	364,280	198,850				
Grand total (per half-year)		636,870		563,130					
Grand total (EFY 2007)									1,200, 000

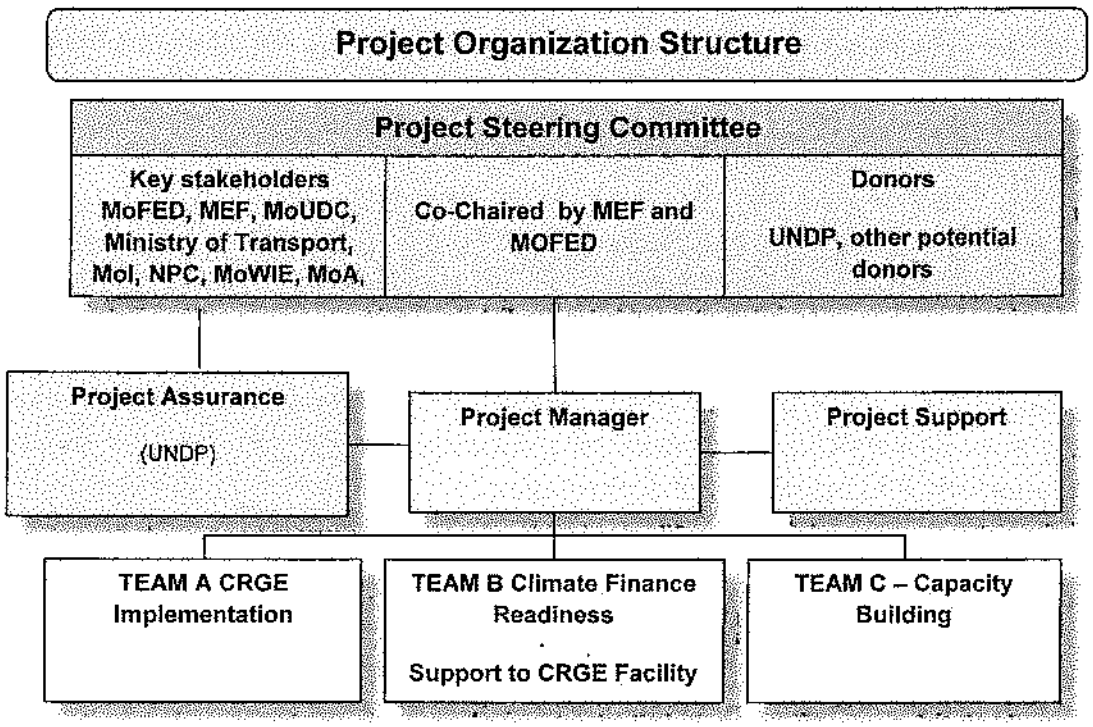
VII. Management arrangements

The management and coordination arrangements of the program are depicted in the figure below. The project will be implemented by MoFED/MEF and by UNDP, with several other responsible parties (the line ministries of Transportation, of Urban Development and Construction, of Industry, of Agriculture, of Water Irrigation and Energy) and in close consultation with other organizations.

The program will be executed following UNDP guidelines for nationally executed projects. It falls under the overall United Nations Development Assistance Framework (UNDAF) and as such the overall responsibility for execution rests with the Government. In consultation with relevant authorities, it was decided that the project will follow the National Implementation Modality (NIM). Through a Project Steering Committee (PSC), to be understood as the strategic governing entity of the project, the Government of Ethiopia (GoE) will exert its ownership and responsibility for execution of the project. The PSC is the key decision making body and consists of representatives of the GoE, UNDP, the Private Sector, and others donors contributing to the project co-financing.

The executing agency will assign a senior officer as the Project Manager to: (i) coordinate the project activities with activities of other Government entities; (ii) certify the expenditures in line with approved budgets and work-plans; (iii) facilitate, monitor and report on the procurement of inputs and delivery of outputs; (iv) approve the Terms of Reference for consultants and tender documents for sub-contracted inputs; and (v) report to UNDP on project delivery and impact.

Graph 3. Organizational structure of the project



The PSC is responsible for making by consensus management decisions when guidance is required by the Project Manager. Based on the approved annual work plan (AWP), the PSC reviews and approves project quarterly plans when required and authorizes any major deviation from quarterly or annual workplans. In addition, it approves the appointment and responsibilities of the Project Manager and any delegation of its Project Assurance responsibilities. The PSC will meet quarterly. Other members can be invited at the decision of the PSC on an as-needed basis, but taking due regard that the PSC remains sufficiently lean to be operationally effective. The final list of the PSC members will be completed at the outset of project operations and presented in the Inception Report by taking into account the envisaged role of different parties in the PSC. The Project Manager will participate as a non-voting member in the PSC meetings and will also be responsible for compiling a summary report of the discussions and conclusions of each meeting.

The day-to-day management of the project is being carried out by a Project Management staffs (PMS) under the overall guidance of the PSC and the daily supervision of the Project Manager. The PMS reports to UNDP, the executing agency and the PSC. In addition to the Project Manager, the PMS will be composed of a project assistant and an accountant.

The Project Manager can be supported by the project's international technical adviser(s) as well by the national experts taking the lead in the implementation of the specific technical assistance components of the project. Contacts with experts and institutions in other countries that have already gained more experience in implementing Green Economy programmes are also to be established.

UNDP Ethiopia maintains the oversight and management of the overall project budget. It is responsible for monitoring project implementation, timely reporting of the progress to the UNDP Regional Co-ordination Unit (RCU) as well as organizing mandatory and possible complementary reviews and evaluations on an as-needed basis. It also supports the executing agency in the procurement of the required expert services and other project inputs and administer the required contracts. Furthermore, it supports the co-ordination and networking with other related initiatives and institutions in the country.

For successfully reaching the stated objective and outcomes of the project, it is essential that the progress of different project components will be closely monitored both by the key local stakeholders and authorities as well as by project's international technical advisors, starting with the finalization of the detailed, component-specific work plans and implementation arrangements and continuing through the project's implementation phase. The purpose of this is to facilitate early identification of possible risks to successful completion of the project together with adaptive management and early corrective action, when needed.

In order to accord proper acknowledgement to UNDP and other Donors for providing funding, a UNDP and other Donors logo should appear on all relevant project publications, including any hardware purchased with donors/UNDP funds. Any citation on publications regarding projects funded by UNP/Donor should also accord proper acknowledgement .

VIII. Monitoring framework and evaluation, reporting and audit

The monitoring, evaluation and reporting be in accordance with the terms of the UNDAF document in Ethiopia. In the event that any aspect of this project document is in conflict with the UNDAF document, the UNDAF document will prevail. The UNDP CO will also provide additional guidance to the PMS to ensure Monitoring and Evaluation uses the harmonized program implementation manual for UN assisted programs and is compliant with the Programme Document and Annual Work Plans.

The project will hence be monitored based on the Monitoring and Evaluation guidelines of UNDP and on the UNDAF M&E matrix and Programme Monitoring Framework, which provide detailed M&E information on UNDAF results.

In accordance with the programming policies and procedures outlined in the UNDP User Guide, the project will have clear information on quarterly/biannual monitoring.

Based on the Annual work plan, a monitoring plan is to be developed and implemented for monitoring activities at different level. While developing an M+E plan, the following should be taken in to consideration: Activities to be undertaken, duration, result, output (s) target (s) with baselines, indicators, progress made so far, issues solved and to be followed up, visiting dates, responsible officials etc.

Monitoring results should be documented (electronic and hard copies), and these would be useful for follow-up on the identified issues and briefing to the project steering committee. The progress of the CRGE program progress will be reviewed on quarterly and annual basis.

The project manager will be responsible for consolidating quarterly and annual physical and financial report on the supported activities as per the reporting templates annexed on PIM.

The project will be audited according to UNDP rules and regulations for NIM/Nationally Implemented projects and minimum once during the project duration.

IX. Legal context

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement (SBAA) between the Government of Ethiopia and UNDP, signed on 6 February 1981.

Consistent with the Article III of the SBAA, the responsibility for the safety and security of the implementing partner and its personnel and property, and of UNDP's property in the implementing partner's custody, rests with the implementing partner.

The implementing partner shall:

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

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

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

X. Annexes

Annex 1: Offline Risk Log

#	Description	Date Identified	Type	Impact & Probability	Counter measures/ Mngt response	Owner
1	Diffuse support for programme as a consequence of changes in key personnel after elections	Project implementation 2012 - 2019	Political	Probability – Changes in key political context; Changes in commitments Impact - Changes in national and local development priorities; governance and participatory and inclusive approach governed weakened P = 3 I = 2 Risk = PxI = 6	Pro-active engagement with officials to introduce benefits of the project; Prioritise low key activities in order to maintain low profile and reduce risk; Focus on shared benefits from CRGE approach driven by line-ministries needs	Steering Committee, Project Manager, United Nations Resident Coordinator
2	Delayed delivery due to postponed or disrupted local planning cycle due to post-election turmoil	Project implementation 2012 - 2019	Political, Operational	Probability - Disruption in planning cycle could lead to. Impact - Deferred, delayed or cancelled local level planning leading P = 3 I = Risk = PxI =	Structure no-regret actions to ensure some results outside of planning process; Focus on shared benefits from CRGE approach driven by needs	Steering Committee, Project Manager, United Nations Resident Coordinator
3	Low expectations of ministries planning leads to low	Project implementation 2012 - 2019	Organizational, Political	Probability – Ministries planning will be needs driven or lead to results	Awareness raising and effective communications	Steering Committee, Project

	participation			Impact – Low expectations and participation P = 3 I = 4 Risk = PxI = 12	strategy Capacity buildings and Participatory approach	Manager
4	Insufficient capacity of some line-ministries creates delivery bottlenecks and limited absorption of climate-related funding	Project implementation 2012 - 2019	Operational	Probability – Overloaded and understaffed CRGE units Impact – Delays or increased costs ensue P = 3 I = 3 Risk = PxI = 9	Work plan that takes into account differentiated capacities Capacity development and support for improved systems and procedures;	Steering Committee, Project Manager,
5	Data for climate /green economy profile is not available or is more costly than anticipated	Project implementation 2012 - 2019	Operational	Probability – Lack of good meteorological, macroeconomic, demographic, and sector data relating to GHG mitigation; Some data owners may not be willing to give access or may charge a high price; Impact – Delays or require costly measures to ensure delivery and preparation of climate related information. P = 3 I = 4 Risk = PxI = 12	Consider multiple sources and combine a bottom-up and top-down data gathering and identify least cost option. Establish appropriate knowledge management and data gathering and analysis tools to reduce cost and improve scalability; Ensure high level engagement on data governance arrangements;	Steering Committee, Project Manager,

6	Lost opportunities due to weak coordination with other climate change, green economy and renewable energy projects.	Project implementation 2012 - 2019	Operational	Probability – Other climate change initiatives are not working affectively at the national level. Impact – Synergies might be missed. P = 1 I = 4 Risk = PxI = 4	Include other representatives from other programmes/ projects in project management Clear responsibility for project management to ensure coordination and linkages.	Steering Committee, Project Manager
7	Lack of Government commitment on climate change due to shift in national policy after elections.	Project implementation 2012 - 2019	Political	Probability – Shift in national policy after elections regarding climate change issues Impact – Lack of Government commitment on climate change P = 1 I = 5 Risk = PxI = 5	Pro-active engagement with new officials to introduce benefits of programme.	Steering Committee, Project Manager

Annex 2: Capacity Development Programme

Resilient development is strongly linked to society's ability to plan for, detect and respond to change in a way that makes it better equipped to manage its exposure and sensitivity to climate change and disasters. Similarly, exploiting the opportunities that a low emission development pathway can present requires data and the ability to analysis options and informs planning at the local level. Ideally building resilience and reducing emissions are done in an integrated manner so as to maximize the potential for synergies and avoid any negative side effects. Consequently, strengthening the capacity of institutions, governments, civil society and communities is essential to low emission climate resilient development that is viable and sustainable.

Based on UNDP's Low Emission Capacity Building Programme,[41] a CRGE capacity development programme should include activities such as:

- Capacity building on how to develop a Multi-Stakeholder Planning Process
- Preparation of regional,, zonal, and woreda levels climate change profiles and vulnerability scenarios
- Trainings in strategic options leading to Low-Emission Climate-Resilient Development Trajectories
- Trainings on Policies and Financing Options to Implement Priority Climate Change Actions
- Capacity building on Low-Emission Climate-Resilient Development Roadmap

The tables below present examples of capacity building modules for a low emission climate resilient green economy.

[41] http://www.lowemissiondevelopment.org/

Introduction

LECRDS objectives, participatory process followed, actors involved, and methodologies adopted, etc.

1. Climate Profiles

1.1 Description of geographical context and general economic and demographic data on which analyses and scenarios will be built

1.2 Key development issues and priorities

1.3 Past and on-going climate change and related risk management actions

1.4 Projection of possible climate scenarios at relevant spatial and temporal scales (2050/2075/2100)

2. Vulnerability Assessments

2.1 Assessment of existing climate and socio-economic vulnerabilities

2.2 Simulation of the physical and economic impacts of future climate scenarios in the most vulnerable sectors (agriculture, water, coastal-zone management, health, tourism, etc.)

2.3 Assessment of impacts on most vulnerable groups

2.4 Present and future vulnerability maps

3. Greenhouse Gas Emissions

3.1 Assessment of existing GHG emissions by sector (energy, transport, buildings, industry, waste, agriculture and forestry)

3.2 Assessment of expected GHG emissions by 2020-2050 under a business-as-usual and alternative development scenarios

4. Mitigation and Adaptation Options Towards Low-Emission Climate-Resilient Development

4.1 Selection criteria and key sectors identified for low-emission climate-resilient development policies and measures

4.2 Description of main low-emission climate-resilient opportunities identified in each sector

4.3 Technical and social feasibility and cost-benefit analysis of the different options and comparison of these options

4.4 List of priority mitigation and adaptation options (no regrets/low regrets, negative cost, no cost, low cost, higher-cost options; short-term, medium-term, long-term; political and social acceptance, regulatory needs, capacity and financial requirements)

5. LECRDS Action Plan

5.1 Review of existing climate change policy/financial instruments and institutional implementation arrangements

5.2 For each priority option, description of matching policy/financing instruments to attract and drive direct investment towards lower-emission, climate resilient development activities — sectoral pathways

5.3 Detailed first portfolio of no-regrets actions identified in the early stages of the process and already under implementation by the time LECRDS is finalized

5.4 List of priority low-emission climate-resilient projects (public policies and investments) adopted by sector and highlighting those that cross sectors

5.5 LECRDS implementation, monitoring, MRV (Measurement, Reporting, and Verification), learning for feedback, evolving roles of different sectors and levels (national, regional, local authorities; private sector; civil society; etc.), including LECRDS steering committee and thematic working groups

Towards a Low-Emission Economy[2]	Towards a Climate-Resilient Economy
Low-Emission Energy System Renewable energy (e.g. wind, solar, biomass, mini-hydro, geothermal, ocean-based energy generation) Energy efficiency and management (e.g. housing and industrial energy efficiency, smart grids)	Infrastructure Hazard and climate-proofing construction (e.g. building design, water management, transport, energy, biodiversity corridor; commuting minimization)
Low-Emission Urban and Transport Systems Low/zero emission vehicles, multi-modal mass transit, urban planning, 3rd generation bio-fuels, etc.	Water Early warning systems, flood control, drought management, water storage, supply and sanitation, industrial usage, energy production, irrigation efficiency, watershed management, recreation patterns/tourism, etc.
Low-Emission Manufacturing of Products and Chemicals, and Waste Management Clean production of domestic, commercial and industrial equipment/appliances and manufactured goods (e.g. refrigeration and AC/appliances), waste avoidance and segregation, 3R, recycling and treatment, clean production, ODS banks collection and disposal, etc.	Health Heat waves, new disease vectors, air quality, food security and nutrition, etc.
Agriculture, Forestry and Ecosystems Low-emission agriculture, peatlands restoration, grazing land management, afforestation, forest management, coastal ecosystem management (e.g. 'blue carbon'), etc.	Agriculture, Natural Resource, Biodiversity and Ecosystems Management Landscape planning for climate resilience and maintaining ecosystem production (e.g. diverse matrixed landscapes with protected areas for biodiversity, coastal protection, incentives for on-farm diversity, climate resilient cultivars), risk and hazard insurance, etc.
Climate Change Management Capacity	
Existing financial flows; policy, institutional and legal preparedness; economic structures; social fabric; etc.	

Annex 3: Draft terms of reference: Consultants in environmental economics to support the National Planning Commission

Terms of Reference

Support to the National Planning Committee to elaborate and monitor the Climate-Resilient Green Economy Objectives into the Growth and Transformation Plan II

One international consultant and one national consultant

Mission summary:

Project:	UNDP's Support to Climate-Resilient Green Economy (CRGE) Implementation and Preparation of the Green Climate Fund (GCF)
Country of assignment:	Ethiopia
Description of the assignment:	Support the National Planning Committee within the Ministry of Finance and Economic Development to elaborate and monitor the Climate-Resilient Green Economy Objectives into the Growth and Transformation Plan II
Duration of assignment:	From September 2014 to December 2015
Deadline of application:	

The application must contain:

- A Technical proposal: cover letter, the references of the two consultants in the field of assignment, methodology of work

- A financial proposal: all-inclusive fixed Lump Sum contract price

Proposal should be submitted at:

Proposals must remain valid for a minimum of 90 days.

Background and context

Ethiopia has registered an impressive double digit annual economic growth rate during the last decade. The Government's Growth and Transformation Plan I (2011-2015) envisages that this growth rate will be maintained to elevate the country to middle income status by the year 2025.

Yet, Ethiopia is also highly vulnerable to climate change and has experienced different hazards and corresponding disasters in the past decades at different times and in varying degree and magnitude. Climate change and variability induced hydro-meteorological hazard, particularly droughts and floods have remained the leading cause of disaster and human suffering in Ethiopia. Preliminary projections suggest that climate change can have a sizeable impact that ranges from 7 to 8 % p.a. of GDP loss, with assumed stronger impact in later decades and in particular on the poor and vulnerable, which makes climate adaptation an imperative.

Under the current growth trajectory, Ethiopia's greenhouse gas (GHG) emissions will increase by more than 150% by 2025. Under a low carbon growth trajectory, however, Ethiopia could offset up to 250 Mt of carbon dioxide equivalent per annum. Ethiopia has taken a bold policy move to accelerate its development, while minimizing its carbon footprint. This policy shift has been spelled out in the Climate Resilient Green Economy (CRGE) Vision statement of the Government of Ethiopia. The 2011-2015 Growth and Transformation Plan recognized the importance of the CRGE, and the second GTP under preparation for the period 2016 to 2020 will not only further mainstream climate change and green growth into the economic transformation goals and actions, but even set it as one of the key objectives to be reached.

The CRGE, including the institutional arrangements with among other the CRGE Facility, enabled already to put in place the building blocks for mainstreaming climate resilience and green/carbon neutral development considerations firmly into economic decision making structures.

UNDP is supporting the Government of Ethiopia's efforts to mainstream climate change into the GTP II and to implement and finance the Climate Resilient Green Economy. Focused interventions already enhance resilience and promote greening of development. UNDP's support aims at providing the National Planning Committee (NPC) within the Ministry of Finance and Economic development (MoFED) with the optimal and realistic objective in terms of climate change adaptation and mitigation and green growth to elaborate and monitor the second GTP (2016-2020).

The Technical National and International Experts will work under the guidance of NPC and direct supervision of the Director for Economic Research and Planning in the MoFED, on day-to-day activities. In matrixed management arrangement with the UNDP Country Office, the national and international experts are responsible for supporting and advising the MOFED. The Specialists also works in close collaboration with UNDP's Climate Resilient and Green Growth team and other UNDP programme staff, the operations team and other UN agencies, UNDP HQ staff, and government officials

Scope of work

The Outcome 1 of the project on Climate-Resilient Green Economy (CRGE) Implementation and Preparation of the Green Climate Fund (GCF) is focusing on national policy, planning and institutional development processes to fully implement the CRGE strategy.

The work for this assignment will consist, to start looking at the correlation between the macroeconomic trends, resource productivity and GHG emissions data in the various sectors of the Ethiopian economy, and to support the definition of climate resilient green growth objectives.

Duties and responsibilities

- **Review of the existing statistics on various economic sectors (agriculture, industry, transports, etc.), GHG emissions datasets and resource productivity** available in Ethiopia, in the various sectors
- Help **defining a Green Growth Objective** within the GTP II (2016-2020)
- Based on the Green Growth objective, **support the Government of Ethiopia in the definition of GHG emissions reductions in various sectors** and relevant subsectors, and in the development of a green economy.

- **Produce a report** with options (low, medium, high) for GHG emissions reductions targets by 2025

The assignment is expected to be of 280 days for the international consultant, with 220 days in Addis Ababa, and 280 days for the national consultant.

Deliverables

- Detailed working plan and methodology of the assignment (D1)
- Macroeconomic study with calculation of resources productivity and correlation analysis between economic growth and GHG emissions trends
- Sectoral studies with calculation of resources productivity and correlation analysis between sectoral growth and GHG emissions trends
- Starting, monthly and final administrative reports summarizing the support activities to MoFED
- Technical report with GHG emissions reduction targets options based on various economic policies, per sector
- Definition of CRGE indicators and initiated collection of data to monitor the GTP II

Qualifications of the consultants

One international expert and one national expert are expected to work on this assignment.

International consultant – Environmental economist

- Economist with a minimum 10 years working experience in environmental economics, climate change policies, green growth, resources productivity, sustainable development indicators and natural capital, etc.
- Knowledge of statistics required
- Previous experience in Ethiopia or comparable country in the region
- Experience in support to governments and/or international organizations

National consultant – Environmental economist

- Minimum 10 years experience in climate change policy formulation, environmental economics, resources productivity, etc.
- Experience in support to governments and/or international organizations

- Good knowledge of GTP-I and the GTP-II planning process and of the interactions with the CRGE

For both consultants, proficiency in spoken and written English is required.

Proposal evaluation

Technical Proposal: methodology of work and CVs (70%)

Proposed work plan, methodology and approach (35%)

Qualification of the consultants (35%)

Financial Proposal (30%)



Annex 4: Draft terms of reference: Project manager - Support to Climate-Resilient Green Economy (CRGE) implementation

Terms of Reference

Project Manager - Support to Climate-Resilient Green Economy (CRGE) Implementation

Background and context

Ethiopia has registered an impressive double digit annual economic growth rate during the last decade. The Government's Growth and Transformation Plan I (2011-2015) envisages that this growth rate will be maintained to elevate the country to middle income status by the year 2025.

Yet, Ethiopia is also highly vulnerable to climate change and has experienced different hazards and corresponding disasters in the past decades at different times and in varying degree and magnitude. Climate change and variability induced hydro-meteorological hazard, particularly droughts and floods have remained the leading cause of disaster and human suffering in Ethiopia. Preliminary projections suggest that climate change can have a sizeable impact that ranges from 7 to 8 % p.a. of GDP loss, with assumed stronger impact in later decades and in particular on the poor and vulnerable, which makes climate adaptation an imperative.

Under the current growth trajectory, Ethiopia's greenhouse gas (GHG) emissions will increase by more than 150% by 2025. Under a low carbon growth trajectory, however, Ethiopia could offset up to 250 Mt of carbon dioxide equivalent per annum. Ethiopia has taken a bold policy move to accelerate its development, while minimizing its carbon footprint. This policy shift has been spelled out in the Climate Resilient Green Economy (CRGE) Vision statement of the Government of Ethiopia. The 2011-2015 Growth and Transformation Plan recognized the importance of the CRGE, and the second GTP under preparation for the period 2016 to 2020 will not only further mainstream climate change and green growth into the economic transformation goals and actions, but even set it as one of the key objectives to be reached.

The CRGE, including the institutional arrangements with among other the CRGE Facility, enabled already to put in place the building blocks for mainstreaming climate resilience and green/carbon neutral development considerations firmly into economic decision making structures.

UNDP is supporting the Government of Ethiopia's efforts to mainstream climate change into the GTP II and to implement and finance the Climate Resilient Green Economy. Focused interventions already enhance resilience and promote greening of development. UNDP's support aims at providing the National Planning Committee (NPC) within the Ministry of Finance and Economic development (MoFED) with the optimal and realistic objective in terms of climate change adaptation and mitigation and green growth to elaborate and monitor the second GTP (2016-2020).

Scope of work

The project on Climate-Resilient Green Economy (CRGE) Implementation and Preparation of the Green Climate Fund (GCF) is structured along three key outcomes: i) National policy, planning and institutional development processes strengthened to fully implement the CRGE strategy, ii) the assistance to the CRGE Financing Facility to prepare the country to receive climate finance and funding from, among others, the GCF, and iii) capacity building on climate resilience and green growth at all levels for the implementation of mitigation and adaptation projects supported by effective M&E and MRV systems

The Project Manager will be a climate change expert and a management specialist and he will be responsible for establishing, implementing and closing the project. This includes, coordinating, supervising, managing, monitoring and facilitating evaluation of all aspects of the project's implementation including financial administration. The Project Manager has the authority to run the project on a day-to-day basis on behalf of the Project Steering Committee (PSC) within the constraints laid down by the PSC. He will have overall responsibility for the project operations, including primary contact with sponsors and stakeholders concerning project performance. The Project Manager's prime responsibility is 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.

Expected outputs and deliverables

Specific responsibilities would include:

Overall project management:

- Manage the realization of the project outputs through activities defined in the project document;
- Establishing, providing direction and guidance, and managing the Project Management Unit (PMU) team and its budget, and recruiting and coordinating consultants;
- Liaise with the PSC, the Ministry of Finance and Economic Development (MOFED) and the Ministry of Environment and Forests (MEF) to assure the overall direction and integrity of the project;
- Identify and obtain any support and advice required for the management, planning and control of the project;
- Responsible for project administration;
- Liaise with any suppliers;
- Plan the activities of the project and monitor progress against the initial quality criteria.
- Mobilize goods and services to initiative activities, including drafting TORs and work specifications;
- Monitor events and media actions as determined in the communication strategy and plan;
- Manage requests for the provision of financial resources by UNDP, using advance of funds, direct payments,
- Monitor financial resources and accounting to ensure accuracy and reliability of financial reports;
- Manage and monitor the project risks, submit new risks to the PSC for consideration and decision on possible actions if required; update the status of these risks by maintaining the Project Risks Log;
- Be responsible for managing issues and requests for change by maintaining an Issues Log.
- Prepare the Project Quarterly Progress Report (progress against planned activities, update on Risks and Issues, expenditures) and submit the report to the Project Board and Project Assurance;
- Prepare the Annual review Report, and submit the report to the PSC;

- Based on the review, prepare the AWP for the following year, as well as Quarterly Plans if required.
- Prepare Final Project Review Reports to be submitted to the PSC;
- Identify follow-on actions and submit them for consideration to the PSC;
- Manage the transfer of project deliverables, documents, files, equipment and materials to national beneficiaries;
- Day-to-day oversight and coordination of implementation of project activities
- Recruitment and supervision of technical and training expertise as required for implementation of the project.
- Developing and maintaining close linkages with relevant line ministries (Ministry of Agriculture, Ministry of Water Irrigation and Energy, Ministry of Urban Development and Construction, Ministry of Industry, etc.), UNDP, NGOs, civil society, international organizations and implementing partners of the project.
- Coordinating the project team in carrying out their duties at an optimum level through ensuring efficient and effective resource utilization.
- Coordinating inputs into annual results-based work plans and logical frameworks as endorsed by the management.
- Preparing detailed annual breakdowns of the work plan for all project objectives.
- Coordinating inputs into all project reports as required (including Annual Project Reports, Inception Report, Quarterly Reports and the Terminal Report).
- Preparing quarterly status and financial reports for comments and approval by MOFED and MEF and UNDP Country Office.
- Coordinate the establishment of sub-national project Task Team, including within the CRGE Facility.
- Organize annual task team meetings for experience sharing and lesson learning

Technical activities:

- Coordinating, managing and supervising all technical aspects of the project in liaison with Government, UNDP, funding partners, PSC, and other stakeholders.

The major work components to be undertaken, associated steps and the resultant deliverables to be achieved are set down below:

1. Review project scope, budget and preconditions. It is essential that the Project Manager understands the nature and extent of the projects to be implemented

including the project scope outline, norms & standards, budgets and target dates for delivery.

This work component will include the following main activities:

a. Review of project scope, timetable and budgets

b. Undertake detailed feasibility study

c. Formulate project execution plan

Deliverables to be achieved as a result of this activity comprise:

1.1 Detailed feasibility study and project execution plan

2. Project Design – comprising formulation of the tender documents and project design workplan. This work component will include the following main activities:

a. Project is planned, designed and tender document produced;

b. An overall workplan is developed;

c. Preliminary plan approved by client and relevant authorities

Deliverables to be achieved as a result of this activity comprise:

2.1 Approved plan.

3. Establishment and mobilization of project construction and commission – comprising establishing and mobilizing project construction.

This work component will include the following main activities:

a. Site establishment;

b. Contractor's work programme;

c. Recruitment/mandating of programme management team;

d. Operation & Maintenance guidelines prepared

Deliverables to be achieved as a result of this activity comprise:

3.1 Work programme

3.2 Operation & Maintenance guidelines

4. Manage Delivery of Project – comprising ongoing management of the project to achieve the project delivery on time to specification and within budget, including budget control, contract administration, monthly coordination, quality control, risk management, monitoring and reporting etc.

This work component will include the following main monthly activities:

a. Scope management of contracts;

b. Administration of contracts, payment certification and confirmation;

c. Cost control and forecasting of cash flows;

d. Quality control;

e. Time scheduling of the overall programme based on progress reporting from the project managers;

f. Risk management;

Deliverables to be achieved as a result of this activity comprise:

4.1 Monthly composite progress report on time

4.2 Monthly certification of payments within specified time and confirmation of payments.

5. Manage Handover of Projects – comprising managing the delivery of the projects to the client including scheduling quality audits, hand over process and timing, commissioning etc. This work component will include the following main monthly activities:

    a. Scheduling of hand over of projects and handover process;

    b. Coordinating the handover of projects including quality audits prior to handover,

    c. Managing the commissioning of the projects to ensure that they are handed over effectively to the operation & maintenance unit.

Deliverables to be achieved as a result of this activity comprise:

5.1 Projects completed and handed over to the client;

5.2 Projects commissioned and responsibility handed over to the Operation & Maintenance units.

6. Annual Work Plans – comprising formulation of the annual work plan for the projects to be implemented within the framework and annual budget cycle, Infrastructure Plan, Infrastructure Programme Implementation Plan and annual performance review of the programme. This work component will include the following main monthly activities:

    a. Annual performance review, identification of lessons learnt and recommendations for improvements;

    b. Formulation of the annual work plan for the programme within the framework of the project;

    c. Consultations with stakeholders regarding the annual work plan;

    d. Submission of the AWP for approval;

    e. Finalisation of the AWP if further inputs are required as instructed by the approving authority;

    f. Confirmation in writing of approval of the AWP by the approving authority.

Deliverables to be achieved as a result of this activity comprise:

6.1 Approved annual work plan.

Institutional arrangement

The project will be executed following UNDP guidelines for nationally executed projects. It falls under the overall United Nations Development Assistance Framework (UNDAF) and as such the overall responsibility for execution rests with the Government. In consultation with relevant authorities, it was decided that the project will follow the National Implementation Modality (NIM). Through the Project Steering Committee (PSC), being the strategic governing entity of the project, the Government of Ethiopia (GoE) will exert its ownership and responsibility for execution of the project. The PSC is the key decision making body and consists of representatives of the GoE, UNDP, the Private Sector, and others donors contributing to the project co-financing.

The executing agency will assign a senior officer as the Project Manager to: (i) coordinate the project activities with activities of other Government entities; (ii) certify the expenditures in line with approved budgets and work-plans; (iii) facilitate, monitor and report on the procurement of inputs and delivery of outputs; (iv) approve the Terms of Reference for consultants and tender documents for sub-contracted inputs; and (v) report to UNDP on project delivery and impact.

The project is overseen by a Project Steering Committee (PSC), which is responsible for making by consensus management decisions for a project when guidance is required by the Project Manager. This Project Manager must also give structure and leadership to the project. Based on the approved annual work plan (AWP), the Steering Committee reviews and approves project quarterly plans when required and authorizes any major deviation from quarterly or annual workplans. In addition, it approves the appointment and responsibilities of the Project Manager and any delegation of its Project Assurance responsibilities. The Project Steering Committee will meet quarterly.

Other members can be invited at the decision of the PSC on an as-needed basis, but taking due regard that the PSC remains sufficiently lean to be operationally effective. The final list of the PSC members will be completed at the outset of project operations and presented in the Inception Report by taking into account the envisaged role of different parties in the PSC. The project manager will participate as a non-voting member in the PSC meetings and will also be responsible for compiling a summary report of the discussions and conclusions of each meeting.

The day-to-day management of the project is being carried out by a Project Management Unit (PMU) under the overall guidance of the Project Steering Committee. The PMU is based in Addis Ababa and will report to UNDP, the executing agency and the PSC. The PMU will be composed of a project manager, a project assistant and an accountant. The project manager will be selected jointly by the executing agency and UNDP.

The Project Manager will be supported by the project's international technical adviser(s) as well by the national experts taking the lead in the implementation of the specific technical assistance components of the project. Contacts with experts and institutions in other countries that have already gained more experience in implementing Green Economy programmes are also to be established.

Duration of work

The Project Manager will be available full-time for the duration of the project.

Duty station

The Project Manager will be based in Addis Ababa with regular travel in the country and abroad.

Qualifications

The Project Manager will have a solid background in management of integrated development project preferably in the area of environmental economics, climate change, or environmental finance. He should have at least 10 years professional experience with at least 5 years lead experienced coordinating similar complex multi-sector projects at the national level using participatory processes engaging national level governmental, community and private sector. Proven skills working at ministerial level are required.

- At least 5 years of extensive experience in project management, planning and implementation, familiarity with donor funded development projects is an asset;
- Strong analytical skills, oral and written communication and team building skills;
- Substantial experience in leading teams of national and international experts;
- Excellent working level of English language in both writing and speaking;
- Previous experience in Ethiopia or comparable country in the region can be a plus.

Scope of price and schedule payment

The consultants shall be paid the consultancy fee upon completion of the following milestones.

- Monthly fee

Recommended Presentation of Offer

In the process of submission of the offer, the following documents are requested:

a) Duly accomplished Letter of Confirmation of Interest and Availability using the template provided by UNDP;

b) Personal CV or P11, indicating all past experience from similar projects, as well as the contact details (email and telephone number) of the Candidate and at least three (3) professional references;

c) Brief description of why the individual considers him/herself as the most suitable for the assignment, and a methodology, if applicable, on how they will approach and complete the assignment. A methodology should be included in the offer;

d) Financial Proposal that indicates the all-inclusive fixed total contract price, supported by a breakdown of costs, as per template provided.

e) Proof of similar assignments conducted in the past.

f) Full reference details of individuals/institutions to be contacted for reference check purposes

Criteria for selection of the Best Offer

- Technical Proposal: CV and writing samples (70%)
  Proposed work plan, methodology and approach (35%)
  Qualification of the consultant (35%)
- Financial Proposal (30%)

Annexes to the TOR

Approval

This TOR is approved by: [*indicate name of Approving Manager*]

Signature _____

Name and Designation _____

Date of Signing _____

Annex 5: Description of UNDP Country Office Support Services

1. Reference is made to consultations between the Ministry of Environment and Forests, the institution designated by the Government of Ethiopia and officials of UNDP with respect to the provision of support services by the UNDP country office for the nationally managed project "Climate Resilient Green Economy (CRGE) Programme", "the Project".

2. In accordance with the provisions of the letter of agreement signed on [*insert date of agreement*] and the project document, the UNDP country office shall provide support services for the Project as described below.

3. Support services to be provided:

Support services (insert description)	**Schedule for the provision of the support services**	**Cost to UNDP of providing such support services (where appropriate)**	**Amount and method of reimbursement of UNDP (where appropriate)**
1. Financial transactions	Processing payment related to the project activities	[*insert amount*]	[*insert amount*]
2. Procurement	Consultancy services Equipment and materials Travel related services	[*insert amount*]	[*insert amount*]
3. HR services	Identification and recruitment of project personnel Management of staff contracts	[*insert amount*]	[*insert amount*]

4. Description of functions and responsibilities of the parties involved, as per National Implementation Modality (NIM) guidelines and UNDP financial regulations.

MoFED:

- Submission of letter requesting for the procurement of good and services
- Submission of original invoice, signed vendor forms and other supporting documentation for processing Requests for Direct Payment
- Certification of approval of payments to consultants via e-mail by Project Director

UNDP:

- Processing of payments as per submitted by IP
- Procurement of goods and services as per requested by IP
- HR management of project and programme staff support