



United Nations Development Programme Project Document

Country: Ethiopia

Project Title: Afar Integrated Dryland Management Project

UNDAF Outcome: By 2011, significantly strengthened capacities of the Government, communities and other relevant stakeholders to respond to situations that threaten the lives and well-being of a significant proportion of a population, which require rapid and appropriate action to ensure their survival, care, protection and recovery while enhancing their resilience to shocks and leading to food security and sustainable livelihoods.

Expected CP Outcome (11): By 2011, the implementation of policies, strategies and coordination mechanisms are fully developed leading to: a) Food and nutrition security and sustainable livelihood; b) Protection of vulnerable populations and enhancement of their physical, human and social assets, ensuring a smooth transition between humanitarian responses and longer-term development.

Expected CP Outputs: 11.5 - Capacity to implement federal/regional Environmental Policy strategies, laws and action plans enhanced; 11.4 - Advocacy for policies/strategies that link emergency, recovery and long term development.

Implementing Partners: EPA, PARDB / MoARD, Dewe, Mille, Chitira, Ewa, and Awra Werada, UNDP, R, Norwegian Embassy in Addis Ababa
Responsible Parties: UNDP, EPA, Afar PARDB, Dewe, Mille, Chitira, Ewa, and Awra Werada councils;

Brief Description

The Afar Integrated Dryland Management Project (AIDMP) is a scale-up from the 'Mille Project' implemented during 2006-2008 in Afar National Region State (ANRS). The AIDMP aims to build capacity in natural resource management at community/kebele and wereda levels and develop local environment action plans (LEAPs) as the basis to strengthen and diversify pastoral livelihoods. Thereby, the AIDMP strategy aims to contribute to building the regional Sustainable Land Management (SLM) platform in ANRS. LEAPs are central to the AIDMP strategy: to assist Afar communities to strengthen their resilience to the challenges of land degradation and to maintain and diversify livelihoods in difficult environmental conditions that are increasingly exacerbated by changes in weather patterns and changes in Afar social fabric. This implementation strategy will follow the principles of coalition building in an inclusive approach of promoting the integration of different sectors and institutions, in order to ensure that effective coordination and partnership are integral parts of the project. The AIDMP is also expected to provide feedback to improve government policies on pastoralist dryland management, and, strengthen resilience-building to the urgent national and global environment pressures of desertification, climate change impacts and biodiversity loss. For this three-year project, UNDP will provide USD 1,592,500, secured from the Government of Norway to support UNCCD implementation in the 5 Weredas of Dewe, Mille, Chitira, Aura and Ewa. The project has direct relevance for the implementation of the Environment component of PASDEP, specifically the development and implementation of Wereda Environment Management Plans. The AIDMP is a project within the CPAP and will contribute to achieving CPAP Outputs 11.5 and 11.4 (see above) and the outputs of PASDEP 1: 'Enhanced food security through improvement in employment generation, private sector involvement in rural production, and, better land use'.

| | |
|-----------------------------------|-----------------------|
| Programme Period: | Jan. 2010 - Dec. 2012 |
| Key Result Area (Strategic Plan): | |
| Atlas Award ID: | |
| Start date: | January 2010 |
| End Date: | |
| PAC Meeting Date: | |
| Management Arrangements: | |

| | |
|----------------------------|--------------|
| 2010 AWP budget: | \$ 346,500 |
| Total resources required: | \$ 1,592,500 |
| Total allocated resources: | \$ 1,592,500 |
| Regular: | |
| Other: | |
| Donor: | |
| Donor Government: | |
| Unfunded budget: | |
| In-kind Contributions: | |

Agreed by Executing Agency (MOFED): _____
 Agreed by Implementing Partner (EPA): _____
 Agreed by UNDP: _____



1. Project Situation Analysis, Afar Integrated Dryland Management Project

The Afar Integrated Dryland Management Project (AIDMP) is a scale-up of a pilot project implemented in *Mille wereda* (previously also called 'Mille'), Afar National Regional State (ANRS), during 2006 - 2008 as the 'Mille Integrated Dryland Management Project' ('Mille Project'). These two projects are part of Ethiopia's contribution to the implementation of the United Nations Convention to Combat Desertification (UNCCD). Within its support to the TerrAfrica Initiative, the Royal Government of Norway (RNE) has provided funds to UNDR's Drylands Development Centre (DDC) for coordination of dryland management projects in Uganda and Ethiopia (Mille Project and AIDMP) as components of the global Integrated Drylands Development Programme (IDDP) that DDC executes within the framework of UNCCD.

The Afar Region/ANRS is part of the East Africa Great Rift Valley and is characterized by a climate with high temperatures and low rainfall and by sparse vegetation with patches of *Acacia* woodlands, bush and grassland. A major portion of ANRS is now degraded scrub and range land, with only about 2.5% of the land under cultivation. Most of the cultivated land of ANRS lies along the Awash River and is run by investors and by the state. Transhumance pastoralism is the major production system in the region where cattle (~22%), sheep (~24%), goats (~43%) and camels (~9%) are the dominant animals. Drought animals - donkeys/mules/horses constitute about ~2%. Livestock are kept primarily for their products (milk, milk products and meat) and sale income. In a few places, pastoralists also grow crops with supplementary irrigation from permanent rivers. See Annex I for more information on environmental conditions and livelihoods in ANRS.

ANRS is one of the drought-prone areas of Ethiopia that experiences repeated rainfall failure. This causes a situation where the pastoralists become dependent on food aid for survival. Disruptions in any rainy season will impact on the availability of pasture and water as well as the overall food security situation of the pastoral and agro-pastoral communities. Drought has been a feature of the Afar region since time immemorial and was seen as recurring within intervals of an average of 10 years. However, during the past decades drought seems to occur more frequently, in some areas almost every year. Harsh climatic conditions cause competition over water and grazing resources, which often results in frequent clashes with neighbouring pastoral groups?

The problem that the AIDMP aims to address:

The majority of Afar's people live a pastoral life-style, within a culture that has evolved to be suitable as a way of survival in arid and sparsely vegetated land. While a dryland pastoral lifestyle has supported Afar people for centuries, changes of conditions in weather patterns, in the economy, in access to livestock markets and in the disruption of peace through conflicts with neighbours over natural resources, have occurred more or less simultaneously. These circumstances have brought severe pressures to bear on Afar livelihoods and community survival. Several years of drought have worsened overall livelihood conditions and diminished Afar peoples' drought resilience, season by season. Socioeconomic services and infrastructures are underdeveloped in ANRS and the region has a high level of illiteracy.

'TerrAfrica is a partnership between sub-Saharan African countries, donor countries and agencies, civil society and the research community which aims at scaling up harmonized support for effective and efficient country sustainable land management (SLM) approaches. <http://www.terrfrica.org/>.

2. Livelihoods and Vulnerabilities - An Understanding of Livelihoods in Afar Regional State, Ethiopia; April 2009. Save the Children UK, Afar Region Disaster Prevention Preparedness and Food Security Bureau, Federal Disaster Prevention and Preparedness Agency, USAID.

widespread human and livestock diseases, and, due to chronic conflicts, political instability. Moreover, exclusion from traditional dry season grazing grounds due to the establishment of commercial farms, exclusion from cattle markets due to international conflicts, and, water and grazing resource disputes with neighbouring clans and with other ethnic groups have added to the burden of everyday life in Afar. There is a further loss of available pasture land, in some places a severe loss, due to the rapid invasion of *Prosopis* bush.

These combined factors have resulted in an overall situation of a decline in livestock production and productivity and an increasing vulnerability of ANRS pastoralist communities, with particularly negative implications for women and children. The AIDMP will maintain a high level of awareness of women's and children issues to which the project could provide support, within communities' traditional norms and the project budget means.

The AIDMP has been developed in collaboration with MOFED, EPA, ANRS and weredas and local communities, UNDP country office and DDC in order to respond to the challenges described above. The thrust of the AIDMP will be on providing support to communities for establishing their local environment action plans (LEAP) for sustainable land management (SLM) and for livelihood development.

As part of the Mile Project closure, an assessment was made of where scale-up could be best undertaken. While there are 31 *Weredas* and 358 *Kebelles* in the 5 zones of Afar Region, the AIDMP budget allows only for scale-up of activities in 4 additional *Weredas* in addition to Mile. Criteria for prioritizing and selection of AIDMP *Weredas* include the following:

- *Weredas* that are environmentally fragile concerning factors such as degradation of land, water and grazing resources;
- *Weredas* where there are both pastoral and agropastoral groups and adequate security conditions;
- *Weredas* with possibilities of demonstrating water management and harvesting techniques;
- *Weredas* with a minimum capacity level in terms of human resources, communications and road access, and, with potential demonstrative effect;
- *Weredas* with active local NGOs that are would be ready for partnerships;

On this basis, the following 4 *weredas* were selected for the AIDMP in addition to Mile: Aura, Ewa, Chiffra and Dewe, which form an almost contiguous cluster in the western part of ANRS. Aura and Ewa are the most northerly, in Zone 4; Chiffra and Mile lie centrally in Zone 1; Dewe lies more to the south, in Zone 5.

2. Project Strategy, Expected Outputs and Activity Results

2.1 AIDMP Implementation Strategy

The AIDMP is a component of the UNDP Ethiopia Country Programme 2007 - 2011. The project will be implemented over a 3-year period under national implementation modality (previously known as 'NEX') by the Environment Protection Authority (EPA). The purpose of the project is 'to improve the livelihood and coping mechanisms of pastoral communities of 5 weredas by enhancing their capacity to sustainably manage and use natural resources through supporting local and regional institutions to mainstream environment issues in development activities'.

As the focal point in Ethiopia for the UNCCD, EPA is the executing agency for both the Mile Project and the AIDMP. Implementation of these projects is carried out by EPA's regional arm (DEPLA) in Afar, the Department of Environment Protection and Land Administration (PARDB) in collaboration with the regional Pastoral Agriculture and Rural Development Bureau (PARDB) and with technical and administrative support from UNDP. The DEPLA/Afar office with 5 staff (see section 3.1) is hosted by PARDB in Semera. PARDB is the focal point for SLM and will implement the AIDMP natural resource management (NRM) through its team of experts (see section 3.1) in each of the 5 *werebas*. The project's target groups are pilot *kebeles* (pastoral and agro-pastoral communities) and SLM technical and administration teams in the 5 *werebas* of western ANRS mentioned above.

The AIDMP aims to strengthen capacity of Afar people in sustainable development through formulation and implementation of community-level local environment action plans (LEAPs), which will be the basis for implementing local SLM initiatives. In particular, the AIDMP will:

- i. Strengthen local and regional capacity for SLM and natural resource management as basis for increasing livelihood resilience and poverty reduction, with attention to both men and women's roles in local-level NRM.
- ii. Assist to improve the ability of *kebeles* groups and *wereba* experts to assess, map, plan and implement environment action plans in the areas on which their livelihoods depend.
- iii. Support the building of coalitions between various community members and *werebas* in order to enable collaboration for strengthening natural resources management, which can be the springboard for more and larger initiatives on environment and development in the near future.

Two centrally important aspects of LEAP formulation and implementation is the support that they will provide at Regional and *Wereba* levels to: a) establishment of the district/*wereba* Environment Management Plan for Sustainable Development in the 5 *werebas*, and, b) the development and production of the State of Environment report.

The AIDMP will contribute to the building of the national SLM platform in the low-lands of Ethiopia's emerging regions, which have not received as much attention and development initiatives on SLM as the highland areas of Ethiopia have. The AIDMP is in conformity with or is aligned to the national development priorities of PASDEF and CPAP that are geared towards contributing to fulfilling Millennium Development Goals (MDGs) 1, 7 and 8. Partnership and cooperation with other development actors that support environment and dryland issues in Afar will be key modalities of the AIDMP in pursuing its aims.

AIDMP implementation will be guided by the following principles, which are also in line with the TerraAfrica initiative:

- Support Government leadership in coalition-building;
- Be participatory and inclusive in nature, aiming at consensus building among various stakeholders;
- Promote integration and synergy across sectors including between multi-lateral conventions;
- Promote a "learning approach" through experience exchange and documentation, and, dissemination of lessons and best practices;
- Establish partnerships with local, regional and international institutions to capture current thinking and experience in respective areas, in order to broaden project activity impacts;

³ The Ethiopian Strategic Investment Framework for SLM, 'ESIF' (MoARD, October 2008)

To achieve its goals and outputs the AIDMP will use an implementation strategy that is based on two streams of activities. These are envisioned to result in pilot communities agreeing on the establishment of LEAPs with a SLM focus and providing the *wereda* council with LEAPs that indicate priorities for land management and for strengthening livelihoods. AIDMP will be able to support implementation of some selected priorities.

The first stream of activities is capacity building in SLM for dryland s management at local level through mobilization of community groups and engagement by regional and *wereda* technical experts in AIDMP-supported SLM activities and project management. These expert-teams will by end of the AIDMP provide improved technical and programme guidance and backup for the AIDMP and other NRM/environment management projects in the region. It will be important to attain community-inclusive processes from the start of project and to gain commitment for active SLM participation from the target *kebeles* and clans. These have in-depth knowledge of the ecology of the land areas they live in, which is necessary for an accurate and relevant NRM basis of the LEAPs. Achieving the sustainability of the SLM initiatives and positive AIDMP impacts will hinge on drawing on kebele knowledge and gaining the clans' engagement in project activities.

The second stream of activities is implementation of dryland SLM initiatives through partnerships with other projects, organisations and activities that are active in ANRS, if not in the AIDMP *weredas*. Close collaboration will be sought with other initiatives in SLM, LEAPs and related topics, in order to make AIDMP initiatives as comprehensive as possible from the start and to gain and use lessons learnt and experience from partners in the region.

The project management structure is presented in 3.1 and indicates the Government agencies that AIDMP will have close collaboration with, i.e.: EPA (federal) and DEPLA (regional), and PARDB (regional). Other Afar Regional-level Government Institutions that have significant stake in the AIDMP include:

- Afar Bureau of Disaster Prevention and Food Security, with a mandate to strengthen community disaster preparedness, is envisioned to have a key role in project *wereda* vulnerability profiling, in support of project livelihood diversification activities.
- Afar Bureau of Water Resources will take responsibility in directing and supervising water project water activities.
- Afar Bureau of Women and Children's Affairs and Afar Bureau of Youth and Sports would have strong a stake in the AIDMP and will be included in project planning and execution.
- Afar Bureau of Cooperative will support in organizing pastoralists and agro-pastoralists cooperatives in multi-sectoral activities including irrigation, development of livestock products, livestock marketing, saving and credit activities, etc.
- Afar Bureau of Education and Afar Bureau of Capacity Building have mandates that relate to a capacity-building project such as AIDMP. It is expected that AIDMP will leverage their experience for partnership building where applicable.
- Afar Regional Agriculture Research Institutions including Melkawere Agricultural research centre have experience in best local practices of technologies in irrigation, water management and drainage, dryland natural resources and pastoral and agro-pastoral issues. AIDMP will leverage their experience for partnership building where applicable.

International and NGO partners will include a broad group of actors whom have established work programmes in ANRS, for example: The Development Fund (Norway), Dry Lands Coordination Group (DCG), Norwegian Church Aid (NCA), FARM-Africa, Save the Children UK and Save the Children USA, OXFAM, SOS Sahel, USAID, FAO, WFP, Support for

Sustainable Development (Irrigation), UNICEF, and the World Bank. Other partnerships will be sought where seen to be feasible and applicable, during the project's life time.

AIDMP expected impacts on target beneficiaries:

The AIDMP will build capacity building of community groups and *wereda* administration in SLM and LEAP formulation and will therefore:

- Strengthen synergies between SLM and climate change agenda measures, through the SLM activities that also boost resilience against negative impacts of climate change;
- Strengthen synergies between SLM, climate change adaptation and disaster risk reduction (DRR), as measures for AIDMP/SLM and LEAPs contribute to improved DRR and early recovery;

Furthermore, it is envisioned that the implementation of AIDMP activities will have a strategic impact on dryland sustainable natural resource management beyond the project's immediate expected outputs.

2.2 AIDMP Expected Outputs and Activity Results

The following is an overview of the AWP content, Year 1:

Output 1: SLM Institutional Support

- 1.1. Activity Result: Project Team & Office established;
- 1.2. Activity Result: Project Coordination Adviser recruited (international UNV);
- 1.3. Activity Result: Transport for PCU and project *wereda* is available;
- 1.4. Activity Result: PCU equipped;
- 1.5. Activity Result: 5 NUNV *wereda* Field Workers recruited;
- 1.6. Activity Result: Community consensus on project scope/priorities and on organization established;
- 1.7. Activity Result: SLM platform strengthened with local support groups;
- 1.8. Activity Result: Strengthened project implementation effectiveness;
- 1.9. Activity Result: EPA project field monitoring and reporting ;
- 1.10. Activity Result: M&E missions, workshops and reporting;
- 1.11. Activity Result: Unforeseen costs;

Output 2: Strengthen capacity for Sustainable Dryland Management

- 2.1. Activity Result: Strengthened capacity in Local level dryland management;
- 2.2. Activity Result: LEAPs developed and endorsed ;
- 2.3. Activity Result: Strengthened capacity in Regional level dryland management;
- 2.4. Activity Result: Strengthened capacity of National and Regional dryland management monitoring;
- 2.5. Activity Result: Draft proposals for SLM / natural resources management prepared by project groups with NGO partners;
- 2.6. Activity Result: Sustainable fuel and woodland management implemented;
- 2.7. Activity Result: Natural resource / local watershed conservation for soil and water management implemented;

Output 3: Livelihood diversification activities support

- 3.1. Activity Result: Livelihood diversification support assessment in 5 *weredas*;
- 3.2. Activity Result: / To be decided (e.g.: water conservation & management)
- 3.3. Activity Result: / To be decided (e.g.: Livestock health / fodder / pasture management)
- 3.4. Activity Result: / To be decided (e.g.: women's income generation)
- 3.5. Activity Result: / To be decided (e.g.: youth income generation)
- 3.6. Activity Result: / To be decided (e.g.: agropastoral livelihood support)

- Output 4: SLM Communication and Information dissemination
- 4.1. Activity Result: Local SLM-awareness raised and materials for print and media developed;
 - 4.2. Activity Result: Community Vulnerability Profiles established;
 - 4.3. Activity Result: SLM information point in each wereda established;
 - 4.4. Activity Result: Learning promoted and knowledge shared;

3. AIDMP Management and Monitoring and Challenges facing the project

Lessons learned from the Mile Project concerning arrangements for project management and monitoring are the basis for the set-up presented below. The management arrangements reflect the consensus between Afar regional and woreda government, EPA and UNDP. Project monitoring is guided by the format inserted to the Annual Work Plan (AWP), which is in line with the UNDP corporate guidelines from mid-2009.

3.1 AIDMP Management Arrangements

EPA will provide project technical support in oversight and monitoring of the project. PARDB will lead in SLM platform development. UNDP will provide technical and administrative support with particular attention to partnership building, information dissemination and strengthening synergy between SLM and Climate Change issues. AIDMP implementation at community level will be guided by woreda expert teams with Development Agents assigned to each pilot kebele, under the guidance of a Regional team, the Project Coordination Unit (PCU).

The PCU is comprised of designated DEPLA staff, similarly designated PARDB staff and an international UNV technical adviser/dryland specialist. The IUNV will provide technical and administrative support to the PCU during the first half of the project. DEPLA has 5 technical staff with the following positions: Head of Department, Expert in Land-use Administration, Expert in Environmental Protection, Expert in Land Evaluation and Expert in Urban Planning and Environmental Impact Assessment/EIA. The team of PARDB experts in Natural Resources, Soil and Water Conservation, Forest Development and Wildlife are around 5-7 persons. The PCU will be under the joint supervision of the EPA and the SLM regional focal point, PARDB. At *woreda*-level, expert teams in each will be assisted by 2-3 Development Agents (DAs) in community-level environment action plan development and livelihood diversification activities. At least 1 of the DAs should be a woman; to the extent this is possible. This DA-team configuration is considered important for best support for effective women's participation in LEAP and NRM community groups. One DA will be designated as NUNV Field Worker after training and employed by the project for the duration of the project (2.5 - 3 years). The roles and responsibilities of each party are presented in the table below.

| Partner | Role | Responsibility | Accountable to |
|------------------|---|--|--|
| EPA / Federal | Nat'l Focal point for UNCCD; Project executing agency; | Provide technical support and guidance in environmental oversight issues and activities to DEPLA and PARDB; Conduct monitoring & evaluation; | Council of Ministers; |
| PARDB / Regional | PCU Member; Capacity building target; Local project implementation; | Provide technical support in dryland SLM to <i>woredas</i> and CBOs; | Reports to BOFED, Regional Council, UNDP; |
| DEPLA / Regional | PCU Member; Capacity building target; Local project implementation; | Provide technical support in dryland SLM to <i>woredas</i> and CBOs; Community-based organizations (CBOs); | Reports to Regional Council through PARDB & to UNDP; |
| MOARD / Federal | National Focal point for SLM; | Provide technical support to PARDB & guidance to project in SLM issues and activities; | Council of Ministers |

| Partner | Role | Responsibility | Accountable to |
|--------------------------------------|---|---|---|
| MOFED/ Federal | Overall endorsement of project; | Not applicable | Council of Ministers |
| BOFED/ Regional | Holds project bank account; | Authorize project bank account; | Reports to Regional Council, EPA, UNDP; Ministers |
| MORA/ Federal | Coordination of pastoralist affairs; | Provide guidance in livelihood-related issues and activities; | Council of Ministers |
| Weredas/ local | Focal points for local SLM platform development; Technical support to <i>kebelas</i> in NRM; Capacity building agent & target; | Achieve the project purpose: to improve the livelihood and coping mechanisms of pastoral communities of <i>weredas</i> by enhancing their capacity to sustainably manage and use natural resources; | Report to DEPLA, PARDB and UNDP; |
| PCU | Lead role in project coordination; Technical guidance to <i>wereda</i> teams and to <i>kebela</i> leaders and project groups. | Report to DEPLA, PARDB and UNDP; | |
| PCU Adviser | Provide technical and administrative support to the PCU. | Achieve an effective start-up of the AIDMP. Counterpart to EPA/DEPLA and PARDB in managing the day-to-day project activities. | Report to DEPLA, PARDB and UNDP; |
| Gewane TVET College/ Independent | Capacity building agent and reference centre for drylands NRM; | Plan and conduct DA training in community mobilizing for drylands NRM; | Reports to DEPLA, PARDB and UNDP; |
| Development Agents (DAs)/ local | LEAP & NRM community-mobilizers. | Engage with clan elders, provide support to CBOS for LEAPs; - Communication link PCU - <i>weredas</i> ; | Report to <i>weredas</i> , DEPLA, PARDB; |
| <i>Kebele</i> CBOS/ local | Main project target groups for dryland SLM and LEAP development; | Establish CBOS for LEAP development; Coordinate community sections (elders, women, youth) | Report to clan elders, <i>weredas</i> , PCU; |
| UNDP DDC and UNDP Ethiopia) | UN-team/Ethiopia lead in UNCCD process; Project implementation partner; | Provide technical support and project management guidance to PCU, regional and <i>wereda</i> partners; Execute admin/finance and evaluation; Report to donor; | Government of Norway; |
| UNV | Coordination of PCU activities & <i>wereda</i> planning and reporting (UNV); Support <i>kebele</i> CBOS in NRM & development of LEAPs (NUNVs); | Provide technical support and project management guidance to (UNV) and <i>kebele</i> CBOS (NUNVs); Conduct monitoring & evaluation; | UNV Coordination Unit, UNDP; |

3.2 AIDMP Monitoring Framework and Evaluation

Systematic monitoring of project activities coupled with periodic evaluation of performance and impact will be key elements of EPA and UNDP action to achieve the project's expected outputs. Monitoring will be a continuous part of project implementation methodology. This will be carried out through observations, data collection, recording, analysts and reporting at quarterly intervals in each Annual Work Plan (AWP) prior to replenishment of the project budget. This is in line with current UNDP corporate project monitoring and evaluation (M&E) procedures and provides a simple and up-to-date project tracking mechanism. It gives early opportunities to assess project activity modification needs for more effective implementation.

The preparation of AWP's with the participation of stakeholders promotes an effective AWP - M&E framework, where clear indications of who will be doing what and by when can be stated. In addition to the AWP - M&E framework, project activity M&E will be elaborated and developed by the PCU and *woredas* with assistance from UNDP in line with the 'Quality Management for Project Activity Results' matrices shown on page 24. These will be elaborated after project activities have started up and first ones drafted by end of the first 3 months.

Additional M&E of the project will be carried out as follows:

- Review of progress reports from *woredas* (monthly, quarterly and annually), from sector offices (quarterly and annually) and from PARDB (quarterly and annually);
- Field visits by EPA and UNDP staff (quarterly)
- Evaluation such as mid-term and project-completion evaluations will be carried out by external and independent professionals based on agreed upon Terms of References;
- Workshops and meetings, where proceedings and meeting minutes provide useful M&E information;
- Within the steps mentioned above, attention will be put to M&E of gender balance and especially of women's participation and roles in the various project components. To this end AWP indicators should be assessed for gender relevance at the beginning of the year and mid-year, and amended accordingly. This will be particularly relevant for the community groups' agreement and implementation processes for project livelihood diversification activities.

3.3 Challenges to AIDMP Implementation

The following factors may adversely affect project implementation and achievement of the aforementioned AIDMP outputs and objectives.

Risks: the risks that may pose challenges to the implementation of the AIDMP include:

1. Poor communications (both means and routines) between EPA, the PCU and the affected communities in selected *woredas* and in ANRS. It is hard to reach implementing Partners and other project counterparts by telephone and fax. Internet is not available yet in target *woredas*, nor in Semera. Information to UNDP about timing and duration of regional programmes and processes are often delivered at short notice, but these frequently take precedence over project activities that are planned for the same time. It can also be difficult to reach mobile pastoral families with project activity information and receive their feedback.
2. Hot weather in the region may reduce the official working hours to half day.
3. Insecurity - due to possibilities of security disturbances along the main road between Awash and Mile, which necessitates convoy travel in minimum 2 vehicles equipped with UN-security approved radio communications. This demands early planning for meetings in Afar.

4. Severe weather conditions and/or the occurrence of natural disasters such as drought or flooding, or social conflicts, all which pose barriers to keeping AWP schedules;

Assumptions:

1. Communications systems will be improved between all stakeholders participating in project implementation;
2. The national and global economic and political trends and conditions will not undergo major changes;
3. Mechanisms and capacity will be in place to effectively coordinate other ministries and sectors and to effectively engage in, and champion, the SLM process;
4. Willingness of other partners to join the process or project;
5. Willingness and political commitment to sustainable development;

Measures that will be taken to offset the risks described above are:

1. Understand and use local communication methods to reach target project beneficiaries and other stakeholders with project information and plan thereafter to accommodate the time needed
2. Develop meeting and mission travel plans in advance and follow up with phone calls to ensure viability of plans.
3. Use alternative travel options for short-notice travel to Mile and Semera using the longer but more secure route via Debre Birhan and Dese and travel by air from Addis Ababa to Afar via Mekelle and then by road to Semera and project *woredas*.

In addition, the following issues should be taken into consideration in relation to strengthening capacity of NRM / environmental management at regional and at *woreda* levels:

At Regional level:

- A new ANRS regional conservation strategy and policy has been formulated and its approval process should soon be finalized (end of 2009). However, the RCS has not widely disseminated yet and an initial sensitization period for it should be expected;
- The financial and human capacity of regional units are limited;
- Turnover of qualified professional staff in the region is high;
- Environmental issues in the region are handled by both a PARDB team under the Natural Resources and Environment sector and by the DEPLA (EPA regional 'desk'), but they have limited resources for effective collaboration;

At Woreda level:

- Awareness in sustainable NRM is not evenly spread at all levels and sectors;
- While *woreda* offices have substantially increased responsibilities in the present context of decentralization, financial and human capacity at *woreda* level is insufficient to ensure the implementation of meaningful environment-related activities and projects;
- *Woreda* expert and Development Agent turnover is high. The situation is particularly acute in the natural resources management and water sectors;
- Many *woredas* of the region lack well-qualified experts;
- There are no specific environmental institutions, nor programmes for their development, at *woreda* level. Responsibility for environment rests with various sector offices such as Natural Resources, Water, Agriculture;
- There are limited relationships between the regional environmental authorities and *woreda* offices with respect to environmental management. The regional government still makes critical environmental decisions without prior consultations with the *woredas*, particularly when it comes to the allocation of land for development purposes.

ANNUAL WORK PLAN: Afar Integrated Dryland Management Project (AIDMP)

Year 1: January 2010 – December 2010.

Award Id: 00015497 Award Title: Support to IIDDP implementation

Related CPAP Outcome: By 2011 the implementation of policies, strategies and coordination mechanisms are fully developed, leading to food and nutrition security and sustainable livelihoods.

| EXPECTED OUTPUTS And: baseline, associated indicators and annual targets | PLANNED ACTIVITIES List expected activity results and associated actions | TIME FRAME | | | | RESPON SIB. PARTY | Budget | | | Monitoring Framework | | | |
|--|---|------------|-----|-----|-----|--------------------------|----------------|--------------------|--------|-------------------------|-----------------------|--------------------------|--|
| | | Q 1 | Q 2 | Q 3 | Q 4 | | Funding Source | Budget Description | Amount | Expen diture: in % also | Results of Activities | Progress towards Outputs | |
| Output 1: SLM Institutional Support established Baseline: No project coordination unit (PCU) and no staff assigned; Indicators: PCU Office established and functional; Regional PCU Team & UNV on-board; SLM platform members participate in wereda and regional decision-making processes; Targets: Regional PCU office established in Semera with Coordination Team assigned and Coordination Adviser on board; Community SLM groups formed in target weredas; SLM community groups and associations established; Project support groups established; | 1.1. Activity Result: Project Team & Office established; - Action: Set up project PCU office in Semera with 4 person desk-space & a phone line; - Action: ARNS & EPA identify PCU team; | X | | | | EPA and PARDB Semera | Gov't in Kind | Gov't in Kind | --- | | | | |
| | | X | | | | | | | | | | | |
| | | X | | | | UNDP & EPA | | | | 60,000 | | | |
| | | X | X | | | | | | | | | | |
| 1.2. Activity Result: Project Coordination Adviser recruited (International UNV); - Action: Agree on ToR, recruit UNV-PCA; - Action: PCU prepares recruitment of UNV Field Workers/1 for each wereda, from DA trainee group; | 1.3. Activity Result: Transport for PCU and Project weredas is available; - Action: Milite pilot project's vehicle has major service & repairs and is available; - Action: 5 motor-bikes procured for wereda teams' inter/intra wereda travel; - Action: Cost benefit analysis of procuring project camels f SLM community groups/UNV's; | X | | | | Project, ARNS, EPA, UNDP | | | 10,000 | | | | |
| | | X | X | | | | | | 25,000 | | | | |
| | | X | X | | | | | | 5,000 | | | | |
| | | X | X | X | | Project, ARNS, EPA, UNDP | | | | 5,000 | | | |
| 1.4. Activity Result: PCU equipped; - Action: Procure new computer for PCU, to add to that from Milite project; - Additional office furniture to PARDB's; | | X | X | X | | | | | | | | | |
| | | X | X | X | | | | | | | | | |
| | | X | X | X | | | | | | | | | |
| | | X | X | X | | | | | | | | | |

| | | | | | | | | | |
|---|--|---|---|--------------------------------------|--|--------|--|--|--|
| Regular local SLM platform meetings held quarterly. | 1.5. Activity Result: NUNV wereda Field Workers recruited; - Action: DAS' training results assessed and 1 wereda recruited as NUNVs; | X | X | PARDB, EPA, Project, UNDP | | 32,500 | | | |
| Baseline: New project with new operations & maintenance records. Equipment from pilot Mile project in good working condition and inventory of items made. | 1.6. Activity Result: Community consensus on project scope/priorities and on organization established; - Action: Conduct weredas' consolidation w-shop for communities to: i) agree on SLM priorities and on establishing community SLM groups and their weredas' association to develop LEAPs and natural resource management; ii) Inform & discuss on community issues regarding climate change and DRM; (links to 2.2, 2.6, 2.7, 4.1 & 4.2); | X | X | Project, PARDB, Semera, EPA, UNDP | | 10,000 | | | |
| Indicators: Operations run without undue delays; Targets: Budget requests and disbursements made within agreed time-limits; | 1.7. Activity Result: SLM platform strengthened w local support groups; - Action: Establish Regional Steering Committee; - Action: Establish Local Technical Committee; | X | X | PARDB, Semera, EPA, Project, Weredas | | 5,000 | | | |
| Baseline: No specific M&E in place for previous project and limited M&E for SLM. Indicators: AWP Monitoring Framework agreed to and section filled from 1 st Q activities, updated every Q; Targets: AWP Monitoring Framework updated each Q and agreed monitoring and reporting templates used; | 1.8. Activity Result: Strengthened project implementation effectiveness; - Action: AWP Monitoring Framework agreed and reporting templates and timelines established and agreed to; - Action: Training session by PCA on monitoring/reporting for wereda & PCU; - Action: Quarterly progress update entered in AWP Monitoring Framework; | X | X | Project, UNDP, EPA | | 5,000 | | | |
| | 1.9. Activity Result: EPA project field monitoring and reporting; - Action: Technical backstopping of Afar regional and weredas' project activities; - Action: Quarterly EPA visit to project weredas in first year for information exchange and environment condition monitoring; | X | X | EPA, Project | | 5,000 | | | |

| | | | | | | | | | | |
|---|---|---|---|---------------------------------|----------------------------|--|--------|--------|--|--|
| Output 2: Strengthen capacity for Sustainable Dryland Management; Baseline: SLM not well supported, nor applied; Indicators: SLM activities implemented at local level; Training conducted and results evaluated; Targets: 45 DAs, 15 - 20 Wereda Experts and 12 Regional Experts receive training in dryland SLM; Strengthen EPA's role in dryland management through ANRS Regional Environment Unit and the National UNCCD Focal Point; Local Environment Action Plan (LEAP) for each project wereda developed; Implementation of SLM measures initiated in 5 target weredas; | 1.10. Activity Result: M&E missions, workshops and reporting; -Action: T b d | | X | X | UNDP | | | 10,000 | | |
| | 1.11. Activity Result: Unforeseen costs; -Action: Miscellaneous; | X | X | X | | | | 10,000 | | |
| | 2.1. Activity Result: Strengthened capacity in Local level dryland management; -Action: Training in community mobilization for dryland SLM, for 45 Development Agents/DAs, 9 per wereda; - Action: Preparation of seminars & experience sharing field visits for community elders and SLM group representatives; DAs and wereda experts; ⁴ | X | X | X | UNDP, EPA Project | | | 65,000 | | |
| | 2.2 Activity Result: LEAPs developed and endorsed; - Action: Community groups develop and agree with in clans & kebeles on LEAPs with support from DAs, weredas & PCU; | X | X | X | CBOs Project, Weredas, EPA | | | 25,000 | | |
| 2.3 Activity Result: Target Wereda Environment Management Plan (EMPs) established; - Action: Planning and development of 5 wereda EMPs; | X | X | X | Project, Weredas, EPA | | | 22,000 | | | |
| 2.4 Activity Result: Strengthened capacity in Regional level dryland management; - Action: Plan and conduct experience-exchange visit ⁵ on dryland SLM for project CBOs, wereda and regional experts and Federal EPA officers (w e.g. Mekelle Univ.); - Action: Share results and disseminate trip report within 2 months of completion; | X | X | X | UNDP, Project, Weredas partners | | | 15,000 | | | |

⁴ Modify for the seminars to be worked out once PCU is established, e.g.: Mekelle Univ expert/s to come as resource/moderator for 2 seminars, held in weredas to anchor local ownership. 1 in Ewa for Ewa and Aura weredas and 1 in Millie for Chifra, Millie and Dewe weredas.

⁵ Modality for the seminars to be worked out once PCU is established, e.g.: for ca 15 wereda experts, 6-8 Regional Experts (Semera) and 2-4 Federal EPA officers;

| | | | | | | | | | | |
|---|---|----------|---------------------------------------|--|--|---------------|--|--|--|--|
| <p>Strengthen weredas and region in project proposal formulation, e.g.: for submission to GEF Small Grants Programme;</p> <p>Partnerships for SLM in ANRS established, with agreements made for collaboration;</p> | <p>2.5. Activity Result: Strengthened capacity of National and Regional dryland management monitoring. - Action: E.g. 'Horn of Africa lessons workshop</p> <p>2.6. Activity Result: Draft proposals for SLM / natural resources management prepared by project groups with NGO partners. - Action: Training sessions by NGO partners in project proposal formulation for community groups, wereda & regional experts;</p> | <p>X</p> | <p>EPA, Project, UNDP</p> | | | <p>10,000</p> | | | | |
| | <p>2.7. Activity Result: Sustainable fuel and woodland management initiated. - Action: See 1.6. Community groups / groups' association & partners establish 3 yr action plan for fuel / environment issues;</p> | <p>X</p> | <p>Project, NGO partners, weredas</p> | | | <p>2,000</p> | | | | |
| <p>Output 3: Livelihood diversification activities selected and implemented</p> <p>Baseline: Current livelihood-base is inadequate for community sustainable development;</p> <p>Indicators: Target communities' livelihood-base enhanced;</p> <p>Targets: Target communities' resilience to hardship strengthened;</p> | <p>2.8. Activity Result: Natural resource / local watershed conservation for soil & water management; - Action: See 1.6. Community groups / groups' association & partners establish 3 yr action plan for water & soil management;</p> | <p>X</p> | <p>Project, NGO partners, weredas</p> | | | <p>2,000</p> | | | | |
| | <p>3.1. Activity Result: Livelihood diversification support assessment in 5 weredas; - Action: Consultant recruited, livelihood diversification assessment made in close collaboration with community groups and weredas (linked to 1.4);</p> | <p>X</p> | <p>Project, Weredas, CEOs</p> | | | <p>5,000</p> | | | | |
| | <p>- Action: Workshop for livelihood diversification support assessment result-sharing with SLM community groups & wereda teams, to gain consensus on livelihood diversification strategy & action plans; - Action: Establish livelihood diversification-plan for Q3+4 AWPs (Jun-Dec 2010);</p> | <p>X</p> | | | | <p>5,000</p> | | | | |

| | | | | | | | | | | | |
|---|---|--|--|---|---|-------------------------|--|--------------|----------------|--|--|
| Livelihood diversification is in line with SLM aims for ANRS; | 3.2. Activity Result: To be decided (3.1) (e.g.: water conservation & mgmt) - Action: / T b d | | | X | X | Project, Weredas CBOs | | 2,000 | | | |
| | 3.3. Activity Result: To be decided (3.1) (e.g.: Livestock health / fodder / pasture mgmt) - Action: / T b d | | | X | X | Project, Weredas CBOs | | 2,000 | | | |
| | 3.4. Activity Result: To be decided (3.1) (e.g.: women's income generation) - Action: / T b d | | | X | X | Project, Weredas CBOs | | 2,000 | | | |
| | 3.5. Activity Result: To be decided (3.1) (e.g.: youth income generation) - Action: / T b d | | | X | X | Project, Weredas CBOs | | 2,000 | | | |
| | 3.6. Activity Result: To be decided (3.1) (e.g.: agropastoral livelihood support) - Action: / T b d | | | X | X | Project, Weredas CBOs | | 2,000 | | | |
| | Output 4: SLM Communication channels established and Information disseminated | | | | | | | | | | |
| Baseline: Low awareness of national & regional SLM Indicators: SLM information visible and available in target weredas; Targets: SLM information materials in Af Afjar available in weredas; SLM information points ('centres') established in each target wereda; | 4.1. Activity Result: Local SLM awareness raised; - Action: Develop SLM awareness materials, e.g.: brochure in Af Afjar languages; - Action: Info-boards put in weredas; - Action: Hold workshop on traditional communication and SLM / LEAP action with outcome recorded for material production and media use (radio progr); | | | X | X | UNDP, Project, Weredas, | | 15,000 | | | |
| | 4.2. Activity Result: Community Vulnerability Profiles established; - Action: Wereda data collection & management | | | X | | Project, Weredas CBOs | | 5,000 | | | |
| | 4.3. Activity Result: SLM information point in each wereda established; - Action: T b d | | | X | X | Project, Weredas CBOs | | 2,500 | | | |
| | 4.4. Activity Result: Learning promoted and knowledge shared; - Action: T b d | | | X | X | Project, Weredas CBOs | | 2,500 | | | |
| | | | | | | | | Total | 346,500 | | |

OVERVIEW 3-year ANNUAL WORK PLAN: Afar Integrated Dryland Management Project (AIDMP)

3 Years: January 2010 – December 2012, with preliminary budget;

Award Id: 00015497 Award Title: Support to IDDP implementation

Related CPAP Outcome: By 2011 the implementation of policies, strategies and coordination mechanisms are fully developed, leading to food and nutrition security and sustainable livelihoods;

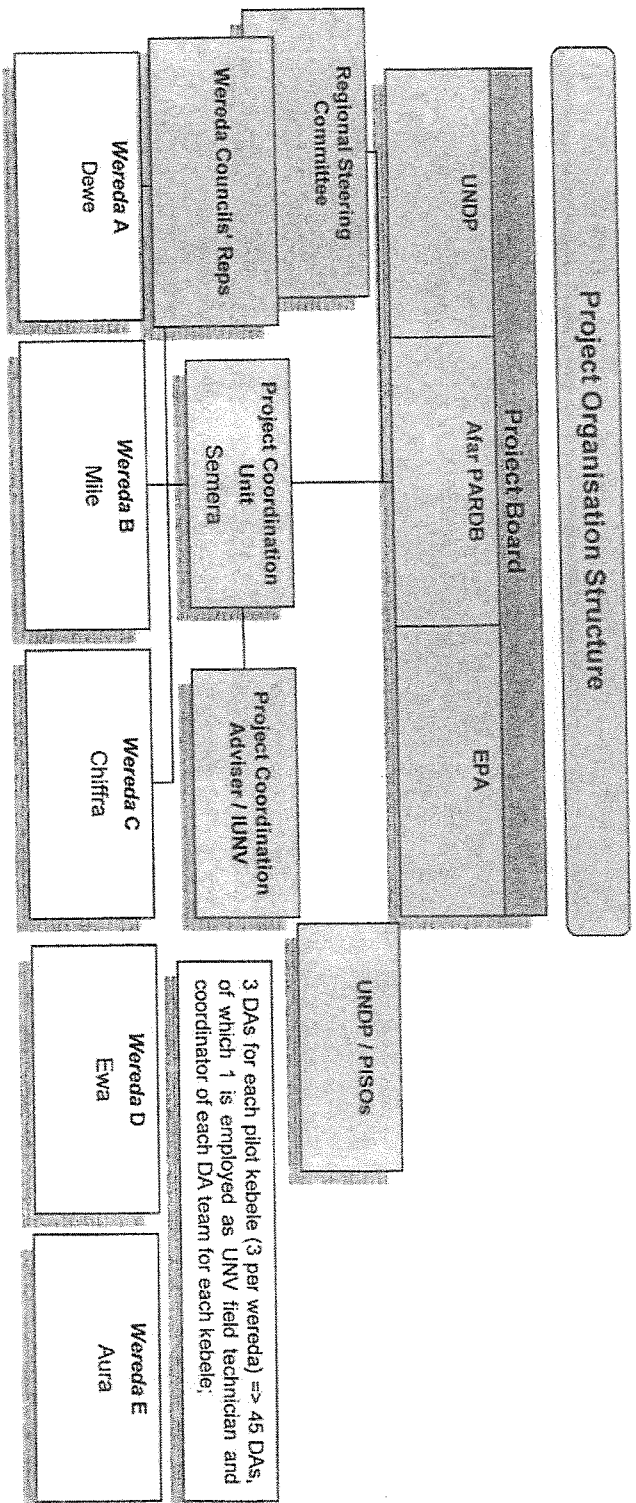
| EXPECTED OUTPUTS And: baseline, associated indicators and annual targets | PLANNED ACTIVITIES – in general, in this overview; will be detailed in Yearly AWP List expected activity results and associated actions | RESP- ONSIB- PARTY (indicat- ive) | | | Indicative Budget (figures for Y2 and Y3 will be estimated during Y1 Q3 and Q4 and elaborated in AWP for Y2) | | | | | | Monitoring Framework | | | |
|---|---|---|---|---|--|--------------------------|--------------------------|---------------------------|-------------------------|-------------------------|----------------------|--|--|--|
| | | 1 | 2 | 3 | Y1 Jan.10 – Dec.10 | Y2 Jan.11 – Dec.11 | Y3 Jan.12 – Dec.12 | Expenditure; in % also | Result of Activities | Progress toward Outp | | | | |
| Output 1: SLM Institutional Support Baseline: No proj coordination unit (PCU) and no staff assigned; Indicators: PCU Office exists; SLM platform members present in wereda and regional decision-making bodies. | 1.1. Activity Result: Project Team & Office established. 1.2. Activity Result: Proj Coordination Adviser recruited for duration of 12 to 18 months 1.3. Activity Result: Transport for PCU and project weredas is available; - Action: Mille pilot project's vehicle has major service & repairs and is available; - Action: 5 motor-bikes procured for wereda teams' inter/intra wereda travel; - Action: Cost benefit analysis of procur- ing proj camels f SLM comm Grps/NUUNV | X | | | | | | | | | | | | |
| Targets: Regional PCU office established in Semera w Coordination Team assigned and Coordin Adviser on board; Project support groups established; Regional SLM platform established, meetings held; | 1.4. Activity Result: PCU equipped; - Action: Procure new computer for PCU, to add to that from Mille proj; - Additional office furniture to PARDB's; 1.5. Activity Result: 5 NUUNV / Field Workers, 1 per wereda, recruited for duration of project. | X | X | X | | | | 5,000 | | | | | | |
| | | | | | | | | 32,500 | | | | | | |

| EXPECTED OUTPUTS And: baseline, associated indicators and annual targets | PLANNED ACTIVITIES - In general, in this overview; will be detailed in Yearly AWWPs | | | RES-ONSIB. PARTY (indicate) | (figures for Y2 and Y3 will be estimated during Y1 Q3 and Q4 and elaborated in AWP for Y2) | Indicative Budget | | | Monitoring Framework | | | | |
|--|---|-----|-----|-----------------------------|--|-------------------|-------------------------|-------------------------|-------------------------|---------------------------|-------------------------|-------------------------|--|
| | List expected activity results and associated actions | Y 1 | Y 2 | | | Y 3 | Y1 Jan.10- Dec.10 | Y2 Jan.11- Dec.11 | Y3 Jan.12- Dec.12 | Expenditure: in % also | Result of Activities | Progress toward Outp | |
| <p>Baseline: New project w new o/m and expenditure records. Equipment from pilot Mile project in good working condition and inventory of items made.</p> <p>Indicators: Operations run without undue delays;</p> <p>Targets: Budget requests and disbursements made within agreed time-limits;</p> <p>Baseline: No specific M&E in place for previous project and limited M&E for SLM.</p> <p>Indicators: AWP</p> <p>Monitoring Framework agreed to and section filled from 1st Q activities, updated every Q;</p> <p>Targets: AWP Monitoring Framework updated each Q and agreed monitoring and reporting templates used;</p> | 1.6. Activity Result: Community consensus on project scope/priorities and on organization established & active. (links to 2.2, 2.6, 2.7, 4.1 & 4.2); | X | X | X | Project, PARDB EPA, UNDP | 10,000 | | | | | | | |
| | 1.7. Activity Result: SLM platform strengthened w local support groups; | X | X | X | PARDB EPA, Project Mereda | 5,000 | | | | | | | |
| | 1.8. Activity Result: Strengthened project implementation effectiveness; | X | X | X | Project, UNDP, EPA | 5,000 | | | | | | | |
| | 1.9. Activity Result: EPA project field monitoring and reporting ; - Action: / 1 b d | X | X | X | EPA, Project | 5,000 | | | | | | | |
| | 1.10. Activity Result: M&E missions, workshops and reporting; - Action: T b d | X | X | X | UNDP, EPA, Project | 10,000 | | | | | | | |
| | 1.11. Activity Result: Unforeseen costs; - Action: Miscellaneous; | X | X | X | | 10,000 | | | | | | | |
| | | | | | | | | | | | | | |
| | | | | | | | | | | | | | |
| | | | | | | | | | | | | | |
| | | | | | | | | | | | | | |

| EXPECTED OUTPUTS | PLANNED ACTIVITIES -- in general, in this overview; will be detailed in Yearly AWP's List expected activity results and associated actions | RESP. PARTY (indicative) | Indicative Budget (figures for Y2 and Y3 will be estimated during Y1 Q3 and Q4 and elaborated in AWP for Y2) | | | Monitoring Framework | | | | | | | | |
|---|---|--------------------------|---|--------------------------|------------------------------|---------------------------|-------------------------|-------------------------|--|--|--|--|--|--|
| | | | Y1 Jan.10 - Dec.10 | Y2 Jan.11 - Dec.11 | Y3 Jan.12 - Dec.12 | Expenditure: in % also | Result of Activities | Progress toward Outp | | | | | | |
| Output 2: Sustainable Dryland Management support; <i>Baseline: SLM not well supported, nor applied.</i> <i>Indicators: SLM activities implemented at local level;</i> Targets: 45 DAs, 20 Wereda Experts and 12 Regional Experts receive training in dryland SLM; Strengthen EPA's role in dry-land management through ANRS Regional Environment Unit and the National UNCCD Focal P; <i>Community groups for SLM formed in target target weredas;</i> Implementation of SLM measures initiated in 5 target weredas; Project Outcome: Capacity for dryland management strengthened; | 2.1. Activity Result: Strengthened capacity in Local level dryland management (training & follow-up); | X | X | X | (Revise and So for each AWP) | 65,000 | | | | | | | | |
| | 2.2. Activity Result: Local Environment Action Plan (LEAP) for each proj wereda developed; | X | X | X | Project, EPA, UNDP | 25,000 | | | | | | | | |
| | 2.3. Activity Result: Target Wereda Environment Management Plan (EMPs) established; - Action: Planning and development of 5 wereda EMps; | X | X | X | Project, Wereda s, EPA | 22,000 | | | | | | | | |
| | 2.4. Activity Result: Strengthened capacity in Regional level dryland management; | X | X | X | UNDP, Project | 15,000 | | | | | | | | |
| | 2.5. Activity Result: Strengthened capacity of National and Regional dryland:management monitoring; Action: / T b d | X | X | X | Wereda Project, UNDP, EPA | 10,000 | | | | | | | | |
| | 2.6. Activity Result: Draft proposals for SLM / natural resources management prepared by Project groups with NGO partners; | X | X | X | Project, NGO partner, UNDP | 3,000 | | | | | | | | |
| | 2.7. Activity Result: Sustainable fuel and woodland management; Action: / T b d | X | X | X | Project, NGO partner, wereda | 2,000 | | | | | | | | |

| EXPECTED OUTPUTS And: baseline, associated indicators and annual targets | PLANNED ACTIVITIES — in general, in this overview; will be detailed in Yearly AWP/PS List expected activity results and associated actions | RESP-ONSIB. PARTY (indicative) | | | (figures for Y2 and Y3 will be estimated during Y1 Q3 and Q4 and elaborated in AWP for Y2) | Indicative Budget | | | Monitoring Framework | | | | | |
|---|--|--------------------------------|---|---|--|--------------------|--------------------|--------------------|----------------------|------------------------|----------------------|----------------------|--|--|
| | | 1 | 2 | 3 | | Period (Start-End) | Y1 (Jan.10-Dec.10) | Y2 (Jan.11-Dec.11) | Y3 (Jan.12-Dec.12) | Expenditure, in % also | Result of Activities | Progress toward Outp | | |
| Output 3: Livelihood diversification support Baseline: Current livelihood-base is inadequate for community sustainable development; Indicators: Target communities' livelihood-base enhanced; Targets: Target communities' resilience to hardship strengthened; Livelihood diversification is in line with SLM aims for ANPS; | 3.1. Activity Result: Livelihood diversification support assessment in 5 weredas, result-sharing, livelihood diversification strategy & action plans for community SLM groups established & implemented; 3.2. Activity Result: / To be decided, (e.g.: water conservation/harvesting for agro-pastoral livelihood support) - Action: / T b d 3.3. Activity Result: / To be decided (e.g.: Livestock health / fodder / pasture mgmt) - Action: / T b d 3.4. Activity Result: / To be decided (e.g.: women's income generation) - Action: / T b d 3.5. Activity Result: / To be decided (e.g.: youth income generation) - Action: / T b d | X | | | Project, Mereda partner, wereda | 2,000 | | | | | | | | |
| | | | | | UNDP, Project, Mereda | 10,000 | | | | | | | | |
| | | | | X | Project, Mereda SCBOS | 2,000 | | | | | | | | |
| | | | | X | Project, Mereda SCBOS | 2,000 | | | | | | | | |
| | | | | X | Project, Mereda SCBOS | 2,000 | | | | | | | | |

| EXPECTED OUTPUTS <i>And: baseline, associated indicators and annual targets</i> | PLANNED ACTIVITIES - in general, in this overview; will be detailed in Yearly AWP/As <i>List expected activity results and associated actions</i> | RESPONSIBILITY PARTY (Indicate) | | | Indicative Budget (figures for Y2 and Y3 will be estimated during Y1 Q3 and Q4 and elaborated in AWP for Y2) | Monitoring Framework | | | | | | |
|--|---|---------------------------------|-----------------------|-----------------------|---|------------------------|----------------------|------------------------|--|--|--|--|
| | | Y1 | Y2 | Y3 | | Expenditure: in % also | Result of Activities | Progress toward Output | | | | |
| | | (Revise for each AWP) | (Revise for each AWP) | (Revise for each AWP) | | | | | | | | |
| Output 4: SLM Communication and Information dissemination support <i>Baseline: Low awareness of national & regional SLM indicators; SLM information visible and available in target weredas;</i> <i>Targets: SLM information materials in Af Affar available in weredas;</i> <i>Information points or centres established in each target wereda;</i> | 3.6. Activity Result: / To be decided (e.g.: agropastoral livelihood support - Action: / T b d | X | X | X | Project, Meredas CBOs | 2,000 | | | | | | |
| | 4.1. Activity Result: Local SLM-awareness raised, materials for print and media developed; - Action: / T b d | X | X | X | UNDP, Project, Mereda | 15,000 | | | | | | |
| | 4.2. Activity Result: Community Vulnerability Profiles established; - Action: / T b d | X | X | X | Project, Mereda EW-RFS, | 5,000 | | | | | | |
| | 4.3. Activity Result: SLM information point in each wereda established - Action: World Desertification Day celebrated Action: T b d | X | X | X | Project, Mereda UNDP | 2,500 | | | | | | |
| 4.4. Activity Result: Learning promoted and knowledge shared; - Action: T b d | X | X | X | Project, Mereda UNDP | 2,500 | | | | | | | |
| TOTAL: | | | | | 346,500 | | | | | | | |
| | | | | | Total 3-year budget: 1,592,500 | | | | | | | |





OFFLINE RISK LOG

See section 3.3: The issues mentioned there will be reviewed, up-dated and entered into this format from the quarterly AWP Q2/ 2010

Project Title: Afar Integrated Dryland Management Project **Award ID:** 00015497 **Date:**

| # | Description | Date Identified | Type | Impact & Probability | Countermeasures / Mngt response | Owner | Submitted, updated by | Last Update | Status |
|---|---|---|---|---|--|---|--|--|--|
| 1 | Enter a brief description of the risk <i>(In Atlas, use the Description field. Note: This field cannot be modified after first data entry)</i> | When was the risk first identified <i>(In Atlas, select date. Note: Date cannot be modified after initial entry)</i> | Environmental Financial Operational Organizational Political Regulatory Strategic Other Subcategories for each risk type should be consulted to understand each risk type (see Deliverable Description for more information) <i>(In Atlas, select from list)</i> | Describe the potential effect on the project if this risk were to occur Enter probability on a scale from 1 (low) to 5 (high) P = Enter impact on a scale from 1 (low) to 5 (high) I = <i>(In Atlas, use Management Response box. Check "critical" if the impact and probability are high)</i> | What actions have been taken/will be taken to counter this risk? <i>(In Atlas, use the Management Response box. This field can be modified at any time. Create separate boxes as necessary using "+" for instance to record updates at different times)</i> | Who has been appointed to keep an eye on this risk? <i>(In Atlas, use the Management Response box)</i> | Who submitted the risk? <i>(In Atlas, automatically recorded)</i> | When was the status of the risk last checked? <i>(In Atlas, automatically recorded)</i> | e.g. dead, reducing, increasing, no change <i>(In Atlas, use the Management Response box)</i> |
| 2 | | | Environmental Financial Operational Organizational Political Regulatory Strategic Other | Text P = I = | | | | | |

MONITORING FRAMEWORK AND EVALUATION

Quality Management for Project Activity Results

The preparation of AWP's with the participation of stakeholders promotes clear indications of who will be doing what and by when in the AWP - M&E framework. In addition to this, project activity M&E will be elaborated and developed by the PCU and weredas with assistance from UNDP in line with the 'Quality Management for Project Activity Results' matrices, as indicated below. These will be elaborated after project activities have started up, with the first matrices drafted by the end of the first 3 months /first quarter 2010. See prodoc section 3.2 for more information on this.

Monitoring Framework and Evaluation for Project Activity Results table template with guidelines in italics:

| Activity Result 1 (Atlas Activity ID) | | Activity Result 1 Short title to be used for Atlas Activity ID | | Start Date: End Date: | |
|--|--|---|--|--|--|
| Purpose | | What is the purpose of the activity? | | | |
| Description | | Planned actions to produce the activity result. | | | |
| Quality Criteria | | How / with what indicators the quality of the activity result will be measured? | | Quality Method | |
| Date of Assessment | | When will the assessment of quality be performed? | | Means of verification. What method will be used to determine if quality criteria has been met? | |
| | | | | | |
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Annex 1. Environmental and livelihood profiles of Afar Region

Afar National Regional State (ANRS) is located in north-east of Ethiopia within the Great Rift Valley (Fig. 1). It has a large geographic area and ranks as one of the four largest regions of the country with an estimated area of 97,256 Km². The Afar Region is structured into 5 zones, 32 Woredas, and 58 Kebeles. According to the Central Statistics Authority, the population size of the region is 1,329,999 and out of this 91.02% reside in rural areas and 8.98% in urban areas. There are two major livelihoods in the region - pastoralism and agro-pastoralism: with about 90% pastoralists and 10% agro-pastoralists.

The topography of the region varies from foothills to the escarpments along the western and southern edges, with an altitude between 1000-1500 meters above sea level ('masi'), to lowland plains in the north and east below 1000 masi. Much of the area falls below 500 masi, with some areas in the Danakil depression 160 meters below sea level. The Northern part of Afar Region around the lower Danakil plain is predominantly semi-desert with thorny species of shrubs and acacias, while dry grassland occurs further south in the Awash valley.

The climate in Afar is characterized by an arid and semi-arid climate with low and erratic rainfall. Temperatures can range from average minimum of around 20°C in higher elevations to average maximum of about 42°C in lower elevations. Rainfall is bi-modal throughout the region with a mean annual rainfall below 500 mm in the semi-arid western escarpments decreasing to 150 mm in the arid zones to the east. The main rain, called *kama*, accounts for 60% of annual rainfall and is from mid-June to mid-September, followed by rain showers ('*ada*') in mid-December and a minor rainy season during March-April ('*sugum*').

A number of perennial rivers (Awash, Mille, Kessema Kebeba, Awura, Gullina, Dewie, Borkena, Telak) and numerous seasonal rivers, which are important for livestock watering and dry-season grazing, flow into the region. There are also a few lakes, predominantly salty, in the north and north-east. Most irrigation development is along the Awash River. A new dam and irrigation scheme at Dubti may have consequences affecting downstream agro-pastoralists who solely depend on the River Awash.

Casual employment in irrigated farming and urban settlements are minor livelihood activities in the region. The Afar pastoralist communities are mostly dependent on livestock and their products, which are the backbone of their economy. CSA estimate⁶ that there are about total of 10,017,400 livestock in the region, of which 23% are cattle, 42% are sheep, 25% are goats, 8% are camels and the remaining 2% 187,287 are equines (horses, mules and donkeys). Livestock feed availability in the region is subject to seasonal variations with livestock feed-deficit months during April to June, with relatively good months during August to October.

A general reduction in feed availability throughout the region has resulted from prolonged drought, increased population density (humans and livestock), and encroachment of grazing land from agriculture, wild life parks and administrative boundaries. Irrigated crop production and the creation of national parks have occupied 408,700 hectares of livestock grazing land (55,000 hectares to crop production and 353,700 hectares to national parks). The sugar estate under development near Dubti will also take about 80,000 ha of land. Agricultural by-products do however provide a source of animal feed, both through slashing and drying before feeding to livestock, or allowing livestock to graze crop residue immediately after harvest.

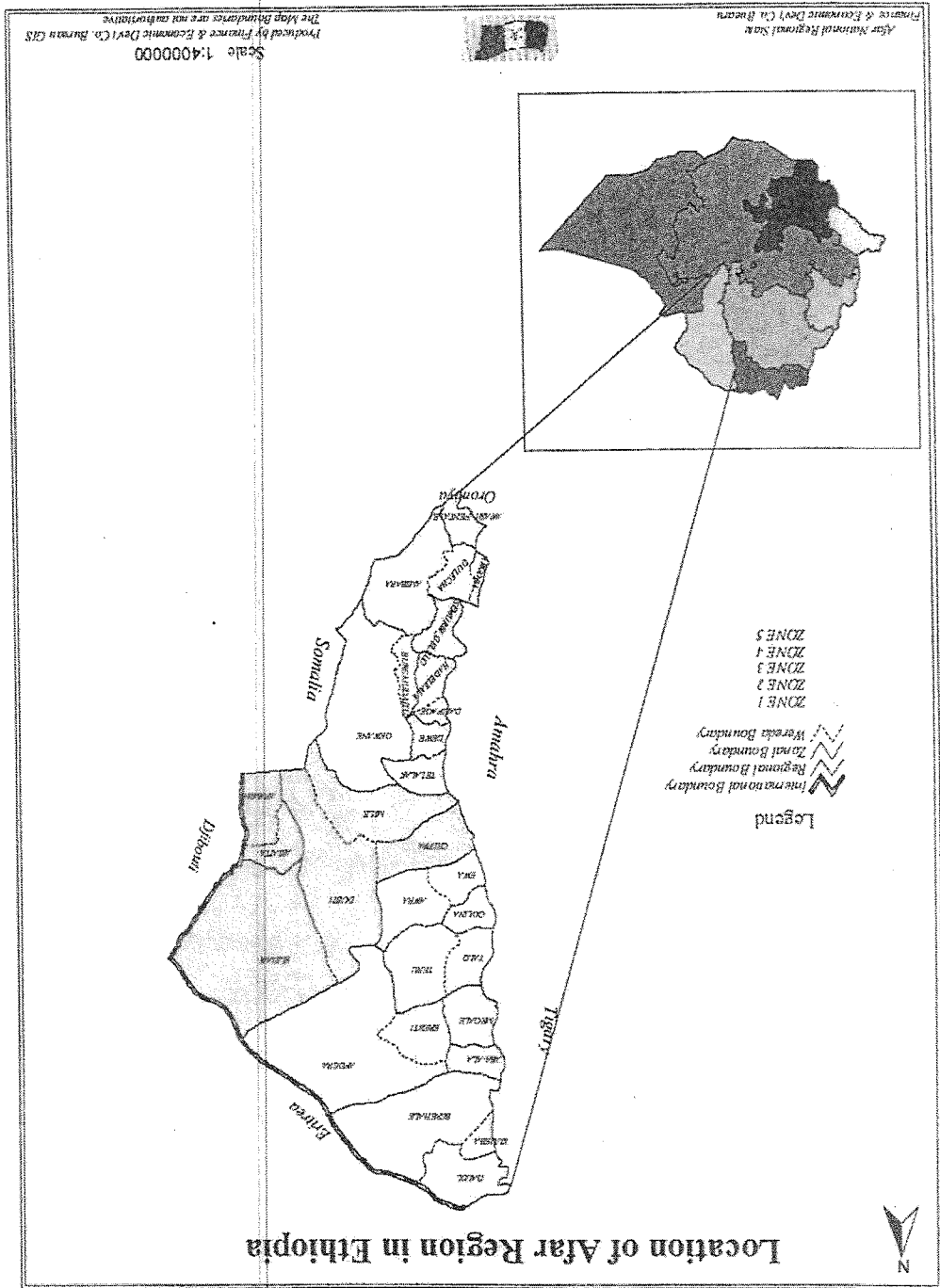
Livestock feed is further constrained by encroachment of grazing lands by invasive species, particularly '*Prosopis juliflora*', in zones 3 and 1. It has invaded large areas in Dulcha, Ambara, Gewane and Burimodatu Woredas (zones 3 and Mille, Dubti and Alambo Woredas (zone 1). '*Prosopis*' is a fast growing tree that tends to form dense impenetrable thickets, blocking access by livestock to graze beneath them and to water sources. The invasion of '*Prosopis*' has aggravated the shortage of feed during dry periods and continues to spread. Managing this species is an essential component of improving livestock recovery in the region. In zone 5 and 4, a different species, '*Parthenium hysterophorus*' is also invading rangeland areas. The mobility of animals to neighbouring regions, particularly during dry seasons, has been reduced due to the establishment of new administrative boundaries. Land access conflicts and closed area development programmes in neighbouring regions have also greatly reduced the amount of accessible grazing land.

⁶ CSA sample survey report (2003/04)

⁷ CSA sample survey report (2003/04)

⁸ Industrial Projects Services: study on an integrated rural agricultural development program in areas of the middle and lower Awash valley, Afar region, Volume II. Socio economic feature and review of past settlement programs, June 1999.

Figure 1 – Overview map of Afar Region National State



Annex 2. Terms of Reference: International UNV Specialist, AIDMP/PCU Coordinator

Terms of Reference for the t in the Afar Integrated Dryland Management Project

Title: IUNV SLM Project Coordination Adviser, Afar National Regional State (ANRS)

Duty Station: Addis Ababa, split with periods of being field-based in ANRS

Duration of Assignment: 12 Months with possibility of extension up to 18 months

The United Nations Volunteers (UNV) is the UN organization that supports sustainable human development globally through the promotion of volunteerism and mobilization of volunteers. It serves the causes of peace and development through enhancing opportunities for participation by all peoples. It is universal, inclusive and embraces volunteer actions in all its diversity. This post is a UNV Programme Assignment, based on the values of free will, commitment, engagement and solidarity, which are the foundations of volunteerism.

Background:

As part of the collaboration between UNDP, the UNV Programme and the United Nations Convention to Combat Desertification (UNCCD) in the area of strengthening sustainable land management (SLM) and building local and regional platforms, this pilot project in ANRS is developed to assist Ethiopia meet its goals of PASDEP and its commitments to UNCCD. The Environmental Protection Agency (EPA) is the focal point for UNCCD in Ethiopia and will coordinate implementation of project activities with support from UNDP and an international UNV Specialist from the UNV Programme. The purpose of the project is to improve the livelihood and coping mechanisms of pastoral communities of 5 *woredas* by enhancing their capacity to sustainably manage and use natural resources through supporting local and regional institutions to mainstream environment issues in development activities.

The project envisages achieving the following main outputs:

1. Provision of SLM Institutional Support;
2. Strengthening of capacity for Sustainable Dryland Management;
3. Support to livelihood diversification;
4. Provision of communication and information for SLM;
5. Provision of project Monitoring and Evaluation;

The project has been formulated as an initial effort in establishing local and regional SLM platforms in low-lying drylands of Ethiopia. Thereby, the AIDMP is considered to be an important pilot initiative and will create expectations for laying the ground for scaling up SLM activities in ANRS and other areas. An effective start-up of the project is important and the SLM Project Coordination Adviser IUNV Specialist will assist to achieve this in the project's Project Coordination Unit (PCU) and in the 5 target *woredas* (districts). The IUNV Specialist will serve as a counterpart to EPA, DEPLA and PARDB in managing the day-to-day activities of the project.

Responsibilities:

- > Assist in the preparation of a detailed annual work plan (AWP) in line with the project document, in close collaboration with the PCU, *woredas* and community groups, and, taking into account needs in current local conditions that the AWP should adapt to;
- > Participate in monthly and quarterly PCU meetings held with community groups, *woredas*, PARDB and concerned stakeholders for progress reviewing and coordination of project activities, ensuring minutes are taken and submitted to all parties;
- > Participate as resource person in project training activities for beneficiaries at various levels to strengthen the regional SLM Platform as the primary coordination and planning forum for

Volunteering brings benefit to the individual volunteer, as well as to society and it makes important contributions, economically, as well as socially. It contributes to creating social cohesion and capital, through helping to build trust and reciprocity among citizens. Volunteerism is diverse and is embedded in all cultures and traditions. In this context, United Nations Volunteers are encouraged and expected to relate to local volunteerism and to be identified with the concept. You are expected to regard your national colleagues as peers and together uphold trust as volunteers among yourselves and within the communities and the organisation you are assigned to.

- A Master's degree in environmental science, ecology, natural resources management or related discipline;
- A minimum of 5 years work experience in related field;
- Fluency in written and spoken English;
- Excellent interpersonal and communications skills and ability to relate with senior level officials;
- Ability to use Participatory Community mobilization skills;
- Resourcefulness and proactive with good ability to work in a team and work independently;
- Good computer Literacy;
- Technical and managerial experience in dealing with natural resources issues in pastoral dryland areas;
- Good ability to adapt to challenging external, living and working conditions;
- Hold valid driver's license for both car and motorcycle;

Qualifications and Experiences:

- Take a proactive role in supporting supplementary activities that help LEAP implementation and in identifying new activities and constraints concerning them;
- Assist in the preparation of quarterly progress, technical, and financial project reports, in close collaboration with the PCU, weredas and community groups;
- Advise PCU, weredas and PARDB, in collaboration with EPA and UNDP, that all project resources are used efficiently in line with support to the project objectives, ensuring that activities are targeted at strengthening capacities of the project beneficiaries;
- Ensure the project promotes a gender-balance in activity implementation, in line with national and UNDP practice;
- Take a proactive role in networking on AIDMP-related issues and in consultation with PCU, mobilise additional funds for the project;
- Advise the PCU, in consultation with EPA and UNDP on specifications for equipment and materials for the project and assist with efficient and timely procurement of materials and provision of technical services/assistance to the project beneficiaries;
- Assist the PCU to maintain general project files and keep information on the overall project activities, progress and outputs in such a manner that allows for easy retrieval;
- Undertake regular monitoring visits to assess project implementation;
- Promote self-help and other voluntary initiatives within the communities;
- Provide support in community groups initiatives for project preparation;

environmental/land management issues in ANRS and strengthen the capacity to develop local environment action plans (LEAPs);

LEGAL CONTEXT

If the country has signed the Standard Basic Assistance Agreement (SBA), the following standard text must be quoted:

This document together with the CPAP signed by the Government and UNDP which is incorporated by reference constitute together a Project Document as referred to in the SBA [or other appropriate governing agreement] and all CPAP provisions apply to this document.
Consistent with the Article III of the Standard Basic Assistance Agreement, the responsibility for the safety and security of the implementing partner and its personnel and property, and of UNDP's property in the implementing partner's custody, rests with the implementing partner.

The implementing partner shall:

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.

The implementing partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document".

