

Stakeholders Workshop
on
Copping with Drought and Climate Change

Results and Agreements of the Inception Workshop

September 29-October 1, 2009, Kombolcha

Organized by
**Ministry of Agriculture and Rural Development, Early Warning and
Response Department**
and
UNDP

Resource Person

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Introduction

This is the inception workshop report on the “Copping with Drought and Climate Change” project. It was held from September 29-October 1, 2009 in Kombolcha. The main objective of the inception workshop was to develop a participative approach that includes the views and ideas of key stakeholder groups.

The project is expected to build adaptive capacity of the rural poor in the selected pilot sites to cope with drought and climate change. It will build capacities of the key stakeholders at different levels to disseminate and utilize effective climate and early warning information in agricultural planning process.

The goal of the project is to enhance the capacity of agricultural systems in Ethiopia to adapt to climate variability and change through developing and piloting a range of coping mechanisms for reducing the vulnerability of farmers to climate shocks. The project objective is to develop and pilot a range of effective coping mechanisms for reducing the vulnerability of farmers, particularly women and children in Kalu Woreda to drought.

The project was originally organized in the following four outcomes with several outputs and activities under each outcome:

1. Livelihood strategies and resilience of vulnerable farmers in the selected pilot sites improved and sustained to cope with drought and climate change
2. Enhanced use of early warning systems at the selected pilot sites;
3. Drought mitigation and preparedness activities integrated across sectors and programmes at various levels of society in the pilot sites; and
4. Farmers/pastoralists outside the pilot sites replicate successful approaches to cope with drought

As the project was prepared for execution from 2007-20011 and was delayed for various reasons and things have changed significantly in terms of priority activities and project cost, the resource person, in consultation with the program coordinator and project manager has revised the Project Proposal especially, the outcomes and activities, prior to

the inception workshop based on the comments from UNDP. The Pro Doc implementation time has been reduced from 5 to 3 years. The outcomes were also reduced from 4 to 3 considering the time and financial constraints. The activities under each output were also revised considering the relevance and probability of success within a given time and available expertise. As a result the stakeholder participants were expected to agree and/or amend the suggested revisions, rather than start the thinking from scratch. The revised outcomes presented to the inception workshop were the following:

1. Livelihood strategies and resilience of vulnerable farmers in the selected pilot sites improved and sustained to cope with drought and climate change
2. Enhanced use of early warning systems and mainstreaming drought mitigation and preparedness activities at various levels in the pilot sites
3. Farmers/pastoralists outside the pilot sites replicate successful approaches to cope with drought

The objectives of the inception workshop were the following:

1. Understand the project and take ownership;
2. Finalize and refine the project document
 - a. Review the outcomes, outputs and activities;
 - b. Developing Indicators;
 - c. Propose indicative annual work plan
3. Propose detail roles, functions and responsibilities of stakeholders; and
4. Refine detail monitoring and reporting requirements

Workshop participants and organization

The 43 participants at the inception workshop included key stakeholders from Kalu Woreda administration, South Wollo Zone, Amhara National Regional State, Federal Ministries, Ethiopian Institute of Agricultural Research, NMA, UNDP, WFP and representatives of the 6 Kebele communities from the two selected Woredas. The resource person who facilitated the inception workshop was Dr. Belay Simane from

Addis Ababa University. Ato Yohanis Asres, the project manager was the secretary. List of stakeholder participants are attached in annex 1.

The inception workshop was organized into a half-day opening plenary session, one day group discussion and half-day for a final plenary session to present results of the group work and general discussion.

Five working groups were identified to deal with the following aspects:

- Group 1: Outcome 1, outputs 1 and 2
- Group 2: Outcome 1, outputs 3 and 4
- Group 3: Outcome 3;
- Group 4: Outcome 4; and
- Group 5: Management and administration.

The working group assignment were reinforced by leading points, which were identified to bring about substantial input to the for the group discussions. The leading points were the following:

- **Outcome Groups (groups 1-3)**
 - What are the outcome indicators to track progress against outcomes?
 - Are the outputs relevant, achievable and enough to bring the intended outcome?
 - Are the activities relevant, achievable and enough to bring the intended outcome?
 - Baseline Data on Indicators—Where Are We Today? When and How do we do it?
- **Crosscutting group (group 4)**
 - Is the management arrangement proposed acceptable to achieve the project Goal?
 - What should be the roles and Responsibilities of the different stakeholders?
 - How should the local community organize themselves?

- How do we install result-based monitoring and evaluation system
- How does the Financing mechanism operate?
- What is the size and kind of Planning Unit?

Opening session

Ato Beyene Sebeko, the project owner from Federal MoARD, Early Warning and Response Department head, introduced the project and presented the inception workshop objectives. Ato Kebede Yimam, head of BoARD welcomed the workshop participants and presented the expectations and commitment of the ANRS in the implementation of the project. He also noted the appropriateness of the selected Kebeles for the project implementation. Ato Girma Hailu, representing UNDP, also welcomed the inception workshop and gave an opening remark. After participants' introduction, the administrator of Kalu Woreda gave a welcome speech and reaffirmed his readiness to implement the project.

Plenary session

Following the opening session, Ato Girma Hailu, presented a brief discussion paper entitled "Introduction to GEF/Global Environmental Facility". He described the basic objectives, approaches and mechanisms of GEF operation globally. Several questions regarding the availability of fund and working modalities were raised by the participants and discussed in depth by the presenter.

A detailed overview of the CwDCC project proposal was presented by Dr. Belay Simane introduced the following components in detail in Amharic language that introduced the project to the stakeholders and guided the group discussion:

- Project background;
- objective, goal, outcomes, outputs and activities of the proposed project;
- Management arrangement of the project implementation; and
- Monitoring and Evaluation

After this presentation, quite a number of issues and queries were raised and openly discussed. Some of the issues raised for discussion are the following:

- What is the rationale for the selection of the two Woredas and 6 Kebeles for the implementation of the project?
- What are the expected outcomes of this project at local levels and national levels?
- Who are the stakeholders and what are the roles and responsibilities of the different stakeholders at different levels?
- What are the implementation modalities of the project?
- Why EIAR is not included in the national steering committee?
- What would be the contribution of WFP? Are they going to continue with food handouts?
- How does this project support and strengthen the existing institutions in the Woreda?
- How does this project achieve its goal working only at selected Kebeles?
- The project was supposed to start implementation three years ago. Is there any contingency plan to offset the cost difference between now and three years ago?
- How does the project financial flow operate?
- What is the role and obligation of the local community?
- There are several initiatives and activities related to this project by GOs and NGOs. How do you harmonize and integrate this project with other similar ongoing projects?

After a lengthy discussion on the above issues, a consensus was reached that the project is doable and could be successfully completed if all stakeholders deliver what is expected and coordinate their activities.

An overview of the Regional Climate Change and initiatives to coping drought in the Amhara Regional State was presented by Ato Kerealem salilih, Amhara Region Early Warning senior officer. He emphasized on the ongoing and planned activities to cope with drought and climate change in the 64 food insecure Woredas. He also noted that this

project could complement the regions initiatives and reassured that all the necessary support will be given to the success of this project.

The Woreda representative also presented an overview of the Woreda's experience to drought related risks and interventions undertaken. He noted that the Woreda is one of the 64 food insecure Woredas and explained that the major problems are drought, rainfall variability, land degradation, pests and insects and backward technologies.

After the plenary session a field visit to Harbu, one of the pilot Kebeles for project implementation, was organized to have a clear picture of the problem and opportunities in the implementation of the project. The field visit has helped the participants in revision and amendments of activities in the group discussion.

Revised outcomes and outputs of the CWDC that are discussed in the group discussion and endorsed

Outcome 1: Livelihood strategies and resilience of vulnerable farmers in the selected pilot sites improved and sustained to cope with drought and climate change (MoARD)

Output 1.1: Diversity and resilience of community food and income sources improved

Output 1.2: Sustainable land management (woodlands, agriculture and pasture lands) with development of markets for dry land products (Community Based Natural Resources Management (CBNRM) improved)

Output 1.3: Capacities of stakeholders, including communities, to Climate Change Adaptation strengthened and enhanced

Outcome 2: Enhanced use of early warning systems and mainstreaming drought mitigation and preparedness activities at various levels of society in the pilot sites (MoARD/NMA)

Output 2.1 Integrated drought information communication system established

Output 2.2 Capacity of community level institutions and development support partners in application of climate information in decision support developed

Output 2.3 Community training and awareness programme on climate risk management developed

Output 2.4 Community based drought mitigation and preparedness plan mainstreamed at various level

Output 2.5 Capacity of local research and meteorological institutions developed.

Outcome 3: Farmers/pastoralists outside the pilot sites replicate successful approaches to cope with drought (MoARD)

Output 3.1 Capacity of farmers /agro pastoralist is improved to cope with drought and climate change

Output 3.2 Capacity of leadership is improved to promote result based monitoring and evaluation

Activities and Work plan

After a lengthy discussion and debate on the outcomes, outputs, activities and work plan, the stakeholders have reached into the following consensus:

- CWDCC Pro Doc is important project to Kalu Woreda and to the region and will support the ongoing and planned initiatives to make the Woreda food secure and establishing climate change resilient communities,
- The local communities and local administration is keen in implementing the project; and
- All other stakeholders at regional and federal levels are also ready to support and backstop the project implementation.

Subsequent to a through examination of the comments put forward by stakeholders from the group session and during the plenary, the resource person organized the final activities and work plan in the following table.

Table 1. Outcomes, outputs, activities and work plan of CWDCC as agreed by the stakeholders

Outcome: Project Management (MoARD)													
Output Established	PMU	Year 1				Year 2				Year 3			
		1	2	3	4	1	2	3	4	1	2	3	4
Activities	Responsibility	Resources											
<ul style="list-style-type: none"> Employ project manager & assistant Set up project Office Develop annual work plan Establish project steering structures 	UNDP/MoARD	Communication											
	MoARD	ICT equip											
	Proj Manager	Proj Manager											
	Proj. Manager/ MoARD	Communication											
Outcome 1: Livelihood strategies and resilience of vulnerable farmers in the selected pilot sites improved and sustained to cope with drought and climate change (MoARD)													
Output 1.1: Diversity and resilience of community food and income sources improved													
Output 1.2: Sustainable land management (woodlands, agriculture and pasture lands) with development of markets for dry land products (Community Based Natural Resources Management (CBNRM) improved)													
Output 1.3: Capacities of stakeholders, including communities, to Climate Change Adaptation strengthened & enhanced													
Activities	Responsibility	Year 1				Year 2				Year 3			
1.1.1 Two sites selected for adaptation activities and endorsed by community leadership and Gvt. Agencies	Project. Manager	1	2	3	4	1	2	3	4	1	2	3	4
	Resources/Support												
	Travel												

1.1.2Project Inception workshop	Proj Manager/ MoARD/UNDP	Travel, Venue		
<ul style="list-style-type: none"> Community workshop at each kebele 				
1.1.3 Baseline studies of areas made, detailed designs of climate proof irrigation, rainfed agriculture, livestock and agroforestry based enterprises made and endorsed by communities and Govt. agencies	Proj. Manager	Service Contract- Company/UNDP		
1.1.4Community project implementation structures established ¹	Proj Manager	NGO partner/Project Manager/UNDP		
1.1.5 Technical training needs on community livelihoods identified and training materials developed ²	Proj Manager	Local Consultant/UNDP		
1.1.6 Community groups livelihoods and technical training	Proj Manager	Service Contract/UNDP		
1.2.1Two dryland products/technologies with comparative advantage identified by communities and implemented in pilot sites ³	Proj Manager /	Project Manager/ Partner NGO/Gov		
1.2.2.Markets and approaches for sustainable and commercial	Proj Manager	Local consultant/UNDP/Gov/P		

¹ Water users association, seed growers association and strengthening existing farmers associations.

² Skill training on different technologies, experience sharing, etc.

³ Agroforestry, improved livestock technologies, improved seeds, irrigation, soil and water conservation, improved farm tools, etc.

exploitation of the products by rural communities identified and developed ⁴	Partners																		
1.2.3. Community structures for value addition and marketing established ⁵	Proj Manager	Partner NGO/UNDP																	
1.2.4. Training needs of communities and support institutions determined and training materials developed and training implemented	Proj Manager	Local Consultant/MinAg/NMA/UNDP																	
1.2.5. Develop Capacity of Communities and local institutions to enhanced Natural Resources Management	WARDO/Project Manager	WARDO, PM/UNDP																	
1.2.6. Develop Community Agreed Action Plan for Improved Natural Resources Management	Project Manager	PM/WARDO/PA																	
1.2.7. Implement Community Based Natural Resource Management Action Plan	WARDO/Project Manager	PA/WARDO/communities/PM																	
1.3.1. Conduct Training Needs Assessment for Government and local NGOs on programming Climate Change Risks and Adaptation	Project Manager/WARDO	PM/WARDO/																	
1.3.2. Develop Need-Driven training materials & guidelines	Project Manager/WARDO	BoARD/WARDO/PM/UNDP																	
1.3.3. Provide training for	Project	P.M/BoARD/WARDO/																	

⁴ Sugarcane processing, milk processing, simple cold store construction, road access, etc.

⁵ Milk cooperatives, fruit and vegetable cooperatives, etc.

Communities, Government and NGO field staff	Manager/WARDO/EWR	UNDP													
1.3.4. Establish linkage with Research Institutions & Universities	WARDO/P.Manger	BoARD/WARDO/UND P/PM													
1.3.5. Organize Experience sharing on best Practices	Project MangerWARDO	WARDo/PM/UNDP,WF P													
1.3.6. Identify and Scaling up Community's Indigenous Knowledge	WARDO/P.Manger	PM/BoARD/WARDO													
1.3.7. Provide incentives for performing farmers	best Project Manger/Communities /WARDO	PM/UNDP/WFP/GOS													

Outcome 2: Enhanced use of early warning systems and mainstreaming drought mitigation and preparedness activities at various levels of society in the pilot sites i (MoARD/NMA)

- Output 2.1** Integrated drought information communication system established
- Output 2.2** Capacity of community level institutions and development support partners in application of climate information in decision support developed
- Output 2.3** Community training and awareness programme on climate risk management developed
- Output 2.4** Community based drought mitigation and preparedness plan mainstreamed at various level
- Output 2.5** Capacity of local research and meteorological institutions developed

Activities	Responsibility	Resources/Support	Year 1				Year 2				Year 3						
			1	2	3	4	1	2	3	4	1	2	3	4			
2.1.1 Drought information needs and availability from community to regional level determined	Proj Manager	Local consultant/UNDP															
2.1.2 Baseline of social,	Proj Manager	Local consultant/UNDP															

environmental and economic impacts of drought in district level developed																					
2.1.3Modalities for regular and systematic data collection to a central database established and operationalized.	Proj Manager	NMA/Stakeholders/																			
2.1.4Analysis, forecasts and visualization tools such as GIS to add value to the data developed in line with user needs identified in 2.1.1	Proj Manager	NMA consultant/UNDP /Local																			
2.1.5 Modalities for regular and systematic drought information dissemination developed and operationalized.	Project Manager/NMA	Project Manager/UNDP																			
2.2.1Capacity needs assessment of government and local NGOs on application of current and future climate information for decision support carried out	Proj Manager	Local consultant/UNDP																			
2.2.2Capacity development programme for community level institutions/practioners developed and implemented	Proj Manager	Local consultant/UNDP																			
2.3.1Education and outreach campaign on climate risk designed	Proj Manager	Service Contract /UNDP																			
2.3.2Training and campaign	Proj Manager	Service Contract/UNDP																			

materials produced																		
2.3.3NGO and Government staff trained in skills for promoting climate risk management	Proj Manager	Service Contract/UNDP																
2.3.4Community education and outreach programme implemented	Proj Manager	Service Contract/UNDP																
2.4.1Risk and vulnerability analysis of the district to identify gaps in current mitigation and preparedness strategies	Proj Manager	Consultant/UNDP																
2.4.2Participatory formulation of improved community drought preparedness strategy	Proj Manager	Consultant																
2.4.3Operationalize drought preparedness plan and fine tune as necessary	Proj Manager	Local Gov/UNDP																

Outcome 3: Farmers/pastoralists outside the pilot sites replicate successful approaches to cope with drought (MoARD)

Output 3.1 Capacity of farmers /agro pastoralist is improved to cope with drought and climate change

Output 3.2 Capacity of Leadership is improved to promote result based monitoring and evaluation

Activities	Responsibility	Resources/Support	Year 1				Year 2				Year 3								
			1	2	3	4	1	2	3	4	1	2	3	4					
3.1.1. Identify and collect national best practice through need	Proj Manager	Consultant																	

assessment of area to cope with drought and climate change																				
3.1.2. Conduct study tour of farmers and professionals	Proj Manager	Proj Manager	Proj Manager																	
3.1.3. Sub-regional knowledge transfer using study tour for technical persons and members of local leadership																				
3.2.4. introduce international best practices																				
3.2.5. Replicate best practices through annual publication																				
3.2.1. conduct training of farmers and professionals																				
3.2.2. conduct Taller made training for leadership																				

		Monitoring, Learning, Adaptive Feedback and Evaluation																			
Activities	Responsibility	Resources/Support	Year 1				Year 2				Year 3										
			1	2	3	4	1	2	3	4	1	2	3	4							
4.1 Baseline studies of Project Performance Indicators	Proj Manager	Local Consultants																			
4.2 Measurement of project progress and performance indicators	Proj Manager/GEF RTA	Travel /Consultant																			
4.3 Meetings of project steering committees	Proj Manager/NMA	PMU/UNDP																			
4.4 Annual Project Report and	Proj Manager	/Staff time																			

Project Implementation Review	UNDP CO																			
5.5 Tripartite Review	NMA, UNDP CO, Proj Manager	Staff time																		
4.6 Periodic project status reports	Proj Manager	PMU																		
4.7 Quarterly financial reports	Proj Manager																			
4.8 Project publications	Proj manager	Consultant																		
4.9 Mid-term external evaluation	Proj Manager, UNDP CO, UNDP-GEF RCU	Consultants																		
4.10 Audit	UNDP CO, Proj Manager	NEX																		
4.11 Final external evaluation	Proj Manager, UNDP CO, UNDP-GEF RCU	Consultants																		
4.12 Terminal report	Proj Manager																			

Cross-cutting Issues

The inception workshop also examined a number of cross-cutting issues, critical to the management arrangement, roles and responsibilities of the different stakeholders and organization of the local community in order to properly implement the project.

Management arrangement

The group has discussed on the current set-up of the management arrangement and proposed the following ideas. The key stakeholders who are already incorporated in the project document are applicable.

The group proposed that at the Woreda level the a project management team be set incorporating all the relevant stakeholders and non governmental agents (Woreda administration-chair, Woreda Agricultural office-co chair, food security and early warning, community representatives, finance office, environmental and land administration office and water development office would be also the members of the WTWG).

Roles and responsibilities of the different stakeholders

The responsibilities of Woreda administration:

- lead and coordinate the Woreda technical working group,
- provide support and assess that the project implementation is as stated in the project document,
- insure that the project activities are in line with the government policies and strategies.

The responsibilities of WoFED:

- assure that the project fund spending is in accordance with the financial plan of the project,
- receive and disperse the project fund to project unit.

- prepare the quarterly financial report,

Responsibilities of WoARD:

- implement the project on the ground in accordance with the project document,
- follow-up the project's status and day to day activities,
- solve the problems arise during the project implementation on the ground, and
- prepare quarterly physical and financial reports in collaboration with the project unit.

Responsibilities of community representatives:

- participate in the planning and decision making processes of the Woreda technical working groups,
- implement the project with full sense of ownership, and
- share the best experiences gained to other community members.

Responsibilities of WFP:

- share the best experiences of MERET project to this project,
- provide technical support to the Woreda technical working group,
- provide the project with the financial support they pledged in the Pro-Doc as soon as possible.

Organization of the local community

The project uses the already existing community development structures available in the Woreda and respective Kebeles.

Monitoring and evaluation

The participants have reached a consensus that there is a need to get out of traditional monitoring and evaluation system which gives emphasis to tracking inputs and activities

alone, focusing only on implementation. It was emphasized that emphasis should be given on both implementation and results. As a result “Results-Based Monitoring and Evaluation” is suggested which involves the regular collection of information on how effectively the project is performing and whether a project is achieving its stated outcomes and goals

To implement a Results-Based Monitoring and Evaluation the baseline data against the project indicators should be established when the baseline study is completed within 6 months after the commencement of the project using the format presented below (Table 2). The indicators need to be endorsed with the project steering committee, which will be monitored as part of monitoring and evaluation process on an annual basis and progress will be rated using a six-point scale set by GEF. The outputs achieved per project outcome need to be monitored each year and progress made in this implementation will be rated using the same six-point rating scale.

Table 2. Indicators of the outcomes

No	Outcome	Indicators	Baseline	Targets
1	Livelihood strategies and resilience of vulnerable farmers in the selected pilot sites improved and sustained to cope with drought and climate change			
2	Enhanced use of early warning systems and mainstreaming drought mitigation and preparedness activities at various levels in the pilot sites			
3	Farmers/pastoralists outside the pilot sites replicate successful approaches to cope with drought			

Closing

After a meticulous run-through of the project inception workshop on the Pro Doc entitled “Copping with Drought and Climate Change”, the representative of UNDP- Ato Girma Hailu, officially closed the two days long session. Ato Girma stressed that what have been discussed and agreed upon in the inception workshop should be properly implemented to achieve the goal of the project. He also emphasized that all stakeholders should respect their roles and responsibilities in supporting, monitoring and evaluation of the project.

Ato Sileshi Temesgen, South Wello Zone administrator in his closing remark thanked the donors and promised that his administration will be fully involved in the implementation of the project. Representatives of Kebele and Woreda administrators also promised to do their best in the implementation process.

Annex 1. List of participants and their institutions

S. No	Name	Organization	Location
1	Abdu Sid	018 Kebele	Kallu
2	Alemu Asfaw	Zone	Dessie
3	Ali Ebrahim	WARDO	Kallu
4	Arega Mohammed	WARDO	Kombulcha
5	Arega Yirga	WFP	Addis Ababa
6	Arehu Seid	031 Kebele	Kallu
7	Belachew Misganaw	WOFED	Kallu
8	Belay Simane	AAU	Addis Ababa
9	Beyene SebeKo	MoARD	Addis Ababa
10	Ebrahim Muhe	04/ Farmer	Kallu
11	Elias Awol	MOARD	Addis Ababa
12	Elizabeth Mekonnen	WFP Dessie	Dessie
13	Eshetu Ahmed	Water devt. office	Kallu
14	Felege Akele	ENA	Addis Ababa
15	Fikadu Getachew	NMA	Addis Ababa
16	Girma Hailu	UNDP	AddisAbaba
17	Girma Mamo	EIAR	Melkassa
18	Hashim Seid	WARDO	Kallu
19	Hussan Seid	017 Kebele	Kallu
20	Jemal Seid	017 Kebele	Kallu
21	Jimal Seid	032 Kebele	Kallu
22	Kebede Yimam	BOARD	Bahir Dar
23	Kedir Abera	031 Kebele	Kallu
24	Kerealem Salilih	ESCDPD	Bahir Dar
25	Kider Seid	Kallu	Kallu
26	Lisanwork Arage	WARDO	Kallu
27	Mekonnen Endeshaw	018 Kebele	Kallu
28	Merid Fenta	Concern	Kombolcha
29	Metekiya Mersha	NMA	Kombelcha
30	Mohammed Kebede	016 kebele	Kallu
31	Muhe Mufti	016 kebele	Kallu
32	Shawil Girma	MoFED	Addis Ababa
33	Sileshi Temesgen	EPLAUA	Bahir Dar
34	Siyum Mekonen	Zone	Dessie
35	Tehubo Adugna	WARDO	Kallu
36	Temesgen Woldifraw	Water Action	Harbu
37	Tibebe Sirak	032 Kebele	kallu
38	Wondwosen Desalew	Kallu W.L.A.	Kallu
39	Yeasin Mohammed	WARDO	Kallu
40	Yeworkwuha Abate	MoFED	Addis Ababa
41	Yohanis Asres	Progr. Manager	Kombolcha
42	Zabish Alemu	FSDP	South Wollo
43	Zerihun Sinatyehu	WARDO	Kallu