



United Nations Development Programme
Country: ETHIOPIA
Advanced Leadership Project

Programme Title	Advanced Leadership
UNDAF (2012-2015) Outcome(s):	By 2015, capacities of national, local and community institutions strengthened for evidence-based planning, implementation, monitoring and evaluation, leadership and decision making.
Expected Output(s):	National Leadership and institutional capacities strengthened including capacity for planning, implementation, monitoring, evaluation and coordination of national development plans
Implementing partner	Ministry of Finance and Economic Development (MoFED)

Brief Description of the programme

The Government of the Federal Democratic Republic of Ethiopia has embarked on an ambitious Plan of making Ethiopia a middle income, carbon neutral and climate resilient economy by 2025. The National Growth and Transformation Plan (GTP) 2011/12-2014/15 has been developed to accelerate growth, achieve MDGs by 2015 and set the ground and framework for Climate Resilient and green economy.

The achievement of these objectives demands effective leadership and the ability for the country to respond and adjust to emerging global, regional and national development and political realities. The GTP emphasizes the critical role of capacity building in national development under the pillar of 'CAPACITY BUILDING and GOOD GOVERNANCE' which includes, among other key components, Improving capacity of the top leadership within the framework of enhanced institutional capacity for public and development management.

Development is a dynamic phenomenon that requires national capacity at various levels to remain abreast of and respond continuously and appropriately to emerging challenges and opportunities. Learning from other countries' experience, on how they have or could successfully steer the development trajectory and respond to the emerging development issues and challenges is a strategic accelerating factor stimulating partnerships and innovation.

Likewise, in the context of fast changing global policy on aid and trade and the growing globalization, multilateralism, bilateralism, economic relations and system within the framework of WTO, regional and sub-regional groupings demand improved foreign policy directions, and trade negotiation skills linked to the implementation of the national vision to ensure sustained economic growth and development.

Within this context, the Advanced Leadership initiative is designed within the framework of the GOE/UNDP Capacity Development for Coordination and Implementation Programme to equip policy makers and leaders at federal and regional levels with strategic knowledge, best practices and partnerships enabling acceleration in development transformation in line with the country's vision and ambitious targets. It is expected that senior officials in the various sectors will contribute to a dynamic policy environment that seeks to take maximum advantage of new knowledge, international best practices and know how on successful transformation processes. The role of policy makers in line ministries, regional leaders and diplomats is crucial in this process and are therefore specifically targeted by this initiative.

Programme Period: January 2012-December 2015	2011/12-2014/15 budget:(US\$) 5,000,000
Key Result Area (Strategic Plan): Good Governance & Capacity Development	Total resources required _____
Atlas Award ID: _____	Total allocated resources: _____
Start date: <u>January 2012</u>	Regular 5,000,000
End Date : <u>December 2015</u>	o Donor _____
Management Arrangements : <u>NIM/PIM</u>	o Donor _____
	o Donor _____
	o Government _____
	Unfunded budget: _____
	In-kind Contributions _____

Name and Title

Signature

Date

Agreed by MoFED (Coordinating Agency):

 **AHMED SHIDE**
State Minister

Agreed by MoFED (Implementing Partner):

 **Aisat**
UNDP

27/12/2011

1. Background

The Government of the Federal Democratic Republic of Ethiopia has embarked on an ambitious Plan of making Ethiopia a middle income, carbon neutral and climate resilient economy by 2025. The country has developed a five year development plan, the Growth and Transformation Plan (GTP) 2012-2015, to establish the policy framework, build national capacities and implement national programmes that will lead to achievement of the country's long-term vision. The major objectives of GTP are:

1. Maintaining at least an average real GDP growth rate of 11% and meet the Millennium Development goals,
2. Expanding and ensuring the qualities of education and health services thereby achieving the MDGs in the social sectors,
3. Establishing favorable conditions for sustainable state building through the creation of stable democratic and developmental state, and
4. Ensure growth sustainability by realizing all the above objectives within stable macroeconomic framework.

The GTP alludes to the critical role of capacity building in the development process. Consequently, it has devoted a whole chapter—chapter 7—to efforts pertaining to 'Capacity Building and Good Governance', which comprises eight major components:

- a. Improving capacity of the top leadership;
- b. Human Resource Development (HRD);
- c. Building the capacity of institutions and their working systems and procedures;
- d. Building effective, efficient, accountable, and transparent government financial management systems;
- e. Enhancing transparent and accountable system;
- f. Public participation through consultations with CSOs (e.g. mass organizations, cooperatives, and professional associations);
- g. Building the capacity of Local Governments (Woreda and Kebele Councils)
- h. Supporting reforms with ICT

For successful implementation of the GTP, a wider scope of knowledge and competencies among senior government officials is required to respond to the changing realities, drive the transformation agenda, accelerate the change process and effectively manage the complexities deriving from integrated agenda and expectation for results. Through this project, the senior leaders in Ethiopia will be given opportunities to enhance their understanding of the new broad-based development paradigm. An effective response by Ethiopian Leaders to the fast growing nature of globalization, multilateralism, new forms of global financing through innovative schemes and regional integration in economic and trade cooperation could be forged and inspired by past experience from countries which have recently gone through developmental process which have proven successful. The BRICs as well as the transformative models of South Korea

and Taiwan could play an inspirational role and exposure of the Ethiopian Leadership to the challenges and opportunities these emerging economies dealt within the recent past could provide an extremely interesting learning and experience sharing platform. UNDP is endeavoring to facilitate the process by establishing partnerships, brokering exchanges and establishing platforms for South-South and North-South exposure to best practices. It would be particularly beneficial to search for models which could ‘pragmatically’ advance the knowledge of the Ethiopia authorities through exchanges with experts and leaders with hands-on experience.

2. Project rationale

Driven by the national vision to become a middle income country and carbon neutral economy by 2025 and backed by prudent macroeconomic management and significant investment in infrastructure, Ethiopia has achieved commendable development results over the past decade. The economy grew at a real annual average rate of 11% between 2005-10, poverty levels declined sharply, from 38.6% in 2004/05 to 29.2% in 2010 (MOFED 2010), and rapid and broad-based social development has been registered and indicating that the country is on course to achieve most of the MDGs by 2015.

The GTP, the national five-year development plan, expressly targets transformational change in all spheres of development. This is to be achieved through unleashing the potential of citizens, private sectors, government and all other development actors. Whilst the GTP holds good prospects for further social, economic and political enhancement for the years to come, significant investments would have to be made in strengthening the capacity of senior government leadership and mobilizing significant domestic and international resources for the implementation of the GTP and transformative agenda and realization of the national vision. The strong commitment of Government to the transformative agenda demands immediate interventions on certain aspects such as transformative leadership, familiarity to emerging development issues and challenges and additional resource mobilization.

The programme aims at addressing through the learning and exposure to best practices around the world of economies which proved successful in ‘transforming’ in modern days, need for a more systematic, deliberate, and tailor-made program aiming at enhancing the capacity of the top leadership both at the federal and regional level to accelerate the implementation of the GTP and bring about significant social, political and economic **‘transformation’**

Likewise, in the context of fast changing global policy on aid and trade, Ethiopia envisages the need for reorientation and reformulation of foreign and economic policy and perspectives to align all diplomatic efforts to the country’s vision. Foreign aid is reshaping itself in terms of primary actors and tools and is not likely to continue as the most attractive component of diplomacy. Though certain aid-flows will continue as part of the donor community's commitment to international cooperation, current trends reflect an overall decline in ODA and a shift from grants to loans, and to innovate forms of public-private partnerships and corporate responsibilities. Similarly, Ethiopia needs to continually re-shape its policies and strategies and strengthen national capacities to benefit from and avoid the negative impacts of globalization, global and regional trade and economic relations systems and frameworks.

The realization of GTP requires a highly qualified leadership equipped with up-to-date knowledge and strategic leadership competencies that can build a solid, competitive and equitable economy in a fast-changing and globalized system.

3. Project strategy

This project is designed within the framework of the GOE/UNDP Programme for Capacity Development for Coordination and Implementation, which aims to strengthen national capacities for implementation of the GTP and coordination of all development interventions at the national and regional levels.

The overall objective of the Advanced Leadership Development Project is to support the creation of a highly competent leadership in Ethiopia that is able to steer the nation, in achieving its long term vision of transforming into a Middle Income country and a climate resilient green economy by 2025. Building a highly competent top leadership within this framework will be done through establishing an advanced leadership development programme that will equip leaders at federal and sub-national levels with:

- New development paradigms, cutting edge knowledge and experiences of innovative development solutions,
- Knowledge and skills to enhance business, trade and economic diplomacy that will enhance external investments, financial flows, bilateral and multi-lateral economic cooperation and technology exchanges,
- Competencies for ensuring a dynamic, evidence-based and responsive policy and decision making environment,
- Transformational leadership competencies that will facilitate organizational and institutional transformation to match requirements for accelerated economic, social and green development,

The programme will draw upon the expertise, training programmes, experiences of and partnership with key centres of excellence, think tanks and research institutions world-wide through south-south and north-south cooperation. It will combine traditional training courses, coupled with mentoring, monitoring of application of new knowledge and competencies and facilitating cooperation and partnership opportunities that would promote continuous learning and practice. Priority will be given to institutions and experienced individuals with hands-on experience on transformative processes. Experiences of emerging economies (BRIC) and South East Asian countries will be prioritized.

4. Project Outputs:

The following specific deliverables are expected:

- 4.1 **Advanced Leadership Executive Courses (generic or tailor-made) designed and delivered for high level officials in Ethiopia.** These courses will offer cutting edge knowledge and solutions in economic, social, environmental and governance sectors in line with the GTP, in collaboration with local or foreign academic institutions. To respond to the specific needs of the country, tailor made courses will be designed. The Ministry of Finance and Economic Development will be entrusted the responsibility to coordinate identification and prioritization of topics which are at the core of economic transformation. On the basis of requests from the Government, UNDP will support the design of courses which will provide exposure to a number of complementary analytical frameworks and best practices in development transformation.

- 4.2 **Policy dialogue and knowledge sharing fora established space and carried over on emerging development issues, challenges and opportunities.** A multi-stakeholder dialogue platform on emerging development trends and issues at global, regional and national level and their policy implications for Ethiopia established. These fora will facilitate dialogue among key stakeholders in Ethiopia, including government, civil society, private sector and the development community to deliberate on key emerging issues and their impact on Ethiopia and to find innovative solutions on a timely basis. Partnership Agreements mapping out agreed roles, responsibilities and contributions to specific deliverables and a monitoring mechanism may form the basis for this dialogue platform.
- 4.3 **Establishing South-South and North-South Cooperation on knowledge/experience Sharing:** on international good practices and experiences in the form of exchange visits, subject-specific or issue-specific exchange foro are paramount in keeping the knowledge sharing and stay up to date in global, regional, sub-regional and national development dynamisms. Emphasis goes to experiential learning and to transfer of hands-on knowledge to preference for exchange will be attributed to institutions from the South which went through transformative process in the recent past some well known cases such as South Korea and BRic will be prioritized proactively respond to the emerging development challenges and opportunities.
- 4.4 **Partnership agreements with national and global top-level institutions** to provide up-to-date intelligence and analysis of key global and national economic growth, trade, investment, environmental and social trends and implications for Ethiopia – to support a dynamic and responsive policy environment. This component will also seek to strengthen national capacities for this function. This initiative can be linked and integrated with the current on-going project implemented by the Civil Service College under the Leadership Institute Programme that currently delivers a tailor-made programme for middle-level leaders to **strengthen their leadership competencies** that would enable them to steer organizational and institutional transformation within the framework of the GTP.

5. Beneficiaries

The immediate target beneficiaries would be the senior leadership in ministries, regional governments as well as some public enterprises, agencies and corporations. The identification, selection and priority of the institutions and senior government officials will be coordinated by MoFED.

6. Results and Resources Framework

Intended Outcome as stated in the UNDAF/Country Programme Results and Resource Framework:

By 2015, capacities of national, local and community institutions strengthened for evidence-based planning, implementation, monitoring and evaluation, leadership and decision making.

UNDAF Outcome indicators including baseline and targets:

- Level of satisfaction of communities in provision of public services;
- Participatory evidence based development planning, monitoring, evaluation and decision making

Applicable Key Result Area (January 2012-December 2015 Strategic Plan): Improved Governance and Capacity Development

Partnership Strategy: The project is implemented in partnership with Government; in particular with the MoFED and MoFA

Project title and ID (ATLAS Award ID): Advanced Leadership Project

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<p>Output 1: Advanced Leadership Courses on new development paradigms (generic or tailor-made) designed and delivered for high level officials in Ethiopia</p>	<p>Target Year 2012/13/14/15 200 trained in emerging development challenges, opportunities & transformational leadership programme, and also coached/mentored by reputable leaders, 20 thematic sessions/ 4 per year) on emerging development challenges or opportunities organized</p>	<p>1. Design and deliver courses and mentoring activities in collaboration with international and national centres of excellence in development transformation. 2.</p>	<p>MoFED and UNDP</p>	<p>3,500,000</p>

<p>Output 2: Policy dialogue and knowledge sharing fora established on emerging development issues, challenges and opportunities.</p> <p>Baseline: No high-level platform available to senior government officials to exchange knowledge on emerging development issues and opportunities.</p> <p>Indicator 1: High-level knowledge sharing platform established and carried out at least twice a year.</p>	<p><u>Target Year 2012/13/14/15</u></p> <p>20 thematic sessions/ 4 per year) on emerging development challenges or opportunities organized</p> <p>10 policy dialogue fora organized</p>	<p>1. Establish multi-stakeholder dialogue platform on emerging development issues (government, private sector, civil organizations and other development partners) to dialogue and identify means to “<i>deliver on collective goods</i>”.</p> <p>2. Establish and/or improve mechanisms to keep senior government officials updated on emerging global, regional and national issues and challenges and develop instruments for timely response, risk management and adaptation</p>	<p>MoFED and UNDP</p> <p>MoFED and UNDP</p>	<p>250,000</p> <p>250,000</p>
<p>Output 3: The South-South and North-South Cooperation strengthened to promote advanced leadership programme.</p> <p>Baseline: No signed South-south and North-South cooperation agreements on advanced leadership exist.</p> <p>Indicator 1: South-south and North-South cooperation agreements signed and implemented on advanced leadership programme,</p> <p>Grand Total</p>	<p>Comprehensive South-south and North-South cooperation agreement on selected areas signed among relevant institutions,</p> <p>10 experience sharing with counterparts organized under the south-south cooperation</p>	<p>Strengthening the South-South and North-south partnership and cooperation on transformational leadership and change management.</p>	<p>MoFED</p>	<p>1,000,000.00</p> <p>5,000,000.00</p>

Annual Work Plan: Year 1*: January 2012 – December 2012

EXPECTED OUTPUTS <i>And baseline, associated indicators and annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME		RESPONSIBLE PARTY	PLANNED BUDGET	Budget description	Amount \$USD
Output 1: Advanced Leadership Courses on new development paradigms (generic or tailor-made) designed and delivered for high level officials in Ethiopia		Q1 Q2	Q3 Q4	MoFED, UNDP	Funding source		245,000
Baseline: No tailor-made leadership training programme exists for the top government officials. Indicator 1 : # of Senior government officials trained, mentored and applying new knowledge for development transformation Indicator 2: Knowledge & skilled on leadership competency enhanced	Developing & deliver executive courses in key areas of GTP in collaboration with local and/or foreign academic institutions.	X	X				
Sub Total EXPECTED OUTPUTS <i>And baseline, associated indicators and annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	Q1 Q2	Q3 Q4	RESPONSIBLE PARTY	PLANNED BUDGET	Budget description	245,000
Output 2: Policy dialogue and knowledge sharing fora established on emerging development issues, challenges and opportunities.				MoFED	Funding source		100,000
Baseline: No high-level platform available to senior government officials to exchange knowledge on emerging development issues and opportunities.	Enhancing dialogues among different actors (private sector, civil organizations and other development partners)		X X	MoFED			100,000
Indicator 1: High-level knowledge sharing platform established and carried out at							

least twice a year.	Keep updated and informed the senior government officials on emerging development issues, challenges and overall global, regional and national development dynamisms through public lectures, debates & other mechanisms,	X	X	X	MoFED,			500,000
Sub Total								600,000
EXPECTED OUTPUTS <i>And baseline, associated indicators and annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME		RESPONSIBLE PARTY	PLANNED BUDGET			
Output3: The South-South and North-south Cooperation on advanced leadership programme signed and strengthened		Q1 Q2	Q3 Q4		Funding source	Budget description	Amount \$ USD	
Baseline: No specific south-south cooperation signed on advanced leadership programme.	Strengthening the South-South and North-south partnership and cooperation on transformational leadership and change management.		X	X	MoFED, UNDP		25,000	
Indicator 1: South-south cooperation on advanced leadership programme signed and implemented,	10 experience sharing (2/year) with counterparts organized under the south-south cooperation		X		MoFED		75,000	
Sub Total								100,000
EXPECTED OUTPUTS <i>And baseline, associated indicators and annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME		RESPONSIBLE PARTY	PLANNED BUDGET			

National Leadership and institutional capacities strengthened including capacity for planning, implementation, monitoring, evaluation and coordination of national development plans		Q1 Q2	Q3 Q4		Funding source	Budget description	Amount \$ USD
Baseline: No specific and formal partnership agreement and mechanism on policy analysis and informing the top-leadership is in-place.	Strengthening partnership with institutions (local & int'l) that provide policy insight,	X	X X	MoFED, UNDP			25,000
Indicator 1: Formal partnership established with relevant national and int'l policy study institutions, Indicator 2: Forums established to regularly meet and discuss on policy and emerging development challenges and opportunities.	Critical policy analysis carried out and recommendations drawn	X	X X	MoFED			75,000
Sub Total							100,000
Grand Total							1,050,000

7. Management arrangements

The main coordinating and implementing partner of this project is the Ministry of Finance and Economic Development (MoFED) within the framework of the larger Capacity Development for Coordination and Implementation Programme.

UNDP will support the design of the programme and continue to provide analytical and technical advice throughout the project period to ensure effective programme implementation. UNDP will be instrumental to establish innovative partnerships with leading institutions of relevance. Likewise, UNDP conducts periodic monitoring and evaluation of the programme.

8. Monitoring, evaluation and reporting

8.1 Monitoring.

As the programme is implemented under the national implementation modality (NIM), the monitoring and evaluation follows the same procedure and approach as required under the Project Implementation Manual.

The NIM programme monitoring will include both, output and outcome levels. At output level, monitoring will be carried out focusing on measuring progress of programme activities and the delivery of outputs against established schedules and indicators. The roles and responsibilities of various programme counterparts will be as follows:

MoFED, as implementing partner, will be the primary responsible entities for close supervision, follow-up, and monitoring of programme implementation. Both will carry out the following:

- Prepares a Monitoring and Evaluation Plan based on the programme results framework and the Annual Work Plan
- Monitoring activities on a quarterly basis and compile monitoring reports for submission to all stakeholders,

MOFED as the coordinating body and primary counterpart of UNDP will be responsible for coordination at the federal level and for the overall monitoring of the programme in collaboration with UNDP and other implementing partners. MoFED will accordingly be responsible for coordinating joint programme-monitoring visits, programme audits and reviews and evaluation of the programme.

8.2 Review Meetings

The Programme Review Meeting shall be conducted on bi-annual basis in presence of UNDP, MoFED and cooperating partners. The implementing partner shall prepare and circulate the necessary periodic reports on the progress, challenges and lessons of the programme which shall form the basis for discussion and analysis. The programme review meetings shall take place as follows:

- Bi-annual Country Program Review Meeting
- Mid-Term Review Meeting
- End Programme/ Final Year Review

8.3 Evaluation

Evaluation of the project will be conducted to systematically and objectively assess progress towards the achievement of identified outcome(s) as well as to fill knowledge gaps necessary to guide overall project monitoring and attainment of outcome results based on UNDAF and AWP. Project evaluation will assess the relevance, efficiency, effectiveness, impact and sustainability of activities undertaken.

Two types of evaluations will be undertaken during the project period mid-term evaluation and final project evaluation. The mid-term evaluation will be undertaken at the mid of the project period, while the final evaluation will be carried out at the end of the project. In carrying out both evaluations:

The Government (MoFED) bears primary responsibility for evaluation of the project. UNDP in collaboration with MoFED will select the outcome(s) for evaluation and prepare an evaluation plan and will submit the evaluation plan to the Evaluation Office of UNDP Headquarters for approval. UNDP shall provide assistance in developing their capacity to fulfill their monitoring and evaluation responsibilities.

8.4 Reporting.

The implementing partners will prepare quarterly Financial and Activity report highlighting progress made, challenges encountered and lessons learnt on a quarterly basis and submit to UNDP and MoFED, along with the next quarter fund request (FACE).

9. Potential Risks

The following could pose potential risks for programme implementation and achievement of project results.

- Unavailability of individuals and institutions to pragmatically transfer knowledge and hands-on experience.
- Inadequate resource for the implementation of innovative and high impact initiatives after the training.