ANNEXES
INDEPENDENT COUNTRY PROGRAMME EVALUATION - ETHIOPIA
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ANNEX 1. TERMS OF REFERENCE

1. INTRODUCTION

The Independent Evaluation Office (IEO) of the United Nations Development Programme (UNDP) conducts independent country programme evaluations (ICPEs), previously called “Assessment of Development Results) (ADRs) to capture and demonstrate evaluative evidence of UNDP’s contributions to development results at the country level, as well as the effectiveness of UNDP’s strategy in facilitating and leveraging national efforts for achieving development results. The purpose of an ICPE is to:

- Support the development of the next UNDP Country Programme Document
- Strengthen accountability of UNDP to national stakeholders
- Strengthen accountability of UNDP to the Executive Board

ICPEs are independent evaluations carried out within the overall provisions contained in the UNDP Evaluation Policy. ¹ The IEO is independent of UNDP management and is headed by a Director who reports to the UNDP Executive Board. The responsibility of IEO is two-fold: (i) provide the Executive Board with valid and credible information from evaluations for corporate accountability, decision-making and improvement; and (ii) enhance the independence, credibility and utility of the evaluation function and its coherence, harmonization and alignment in support of United Nations reform and national ownership. Based on the principle of national ownership, IEO seeks to conduct ICPEs in collaboration with the national authorities where the country programme is implemented.

This is the third ICPE for Ethiopia and will be conducted in 2019 towards the end of the current UNDP programme cycle of 2016-2020, with a view to contributing to the preparation of UNDP’s new programme starting from mid-2020. The ICPE will be conducted in close collaboration with the Government of Ethiopia, UNDP Ethiopia country office, and UNDP Regional Bureau for Africa.

2. NATIONAL CONTEXT

The Federal Democratic Republic of Ethiopia is a landlocked least developed country of the horn of Africa, the ninth largest country in size (1.1 million square km) and the second most populated country on the continent with a population estimated at 102 million in 2016², of which 80% are located in rural areas. The country is composed of nine regional states representing substantial ethnic and religious diversity. More than 85 ethnic groups and most major world religions are represented, and more than 80 languages are spoken in the country. Ethiopia has a bicameral parliamentary system and a constitutionally independent judiciary.

In the last 15 years, Ethiopia has achieved remarkable economic growth making it Africa’s fastest growing economy with a GDP growth averaging 11% between 2004 and 2014. Its GDP per capita almost tripled between 2000-2017, from US$ 618.2 in 2000 to US$ 1,729.9³. Driven by public investment and domestic consumption, the country pursued the expansion of its agricultural and service sectors, construction and the emergence of its industrial sector. The level of economic growth achieved under the successive

² Word Bank estimates
³ PPP (constant 2011 international $), World Bank Development Indicators
national development plans have permitted to improve human development indicators, with an increase in Human Development Index (HDI) of 63.5% and an overall reduction of the headcount poverty rate of 93%\(^4\) since 2000. Under successive national development plans which have favored pro-poor policies, the Government of Ethiopia has strived to improve agricultural productivity, improve social protection, preparedness for disaster prevention and management, urban employment generation and food security programme to eliminate hunger, improve nutrition and promote sustainable agriculture.

Under the current second phase of the country’s Growth and Transformation Plan, the government of Ethiopia aims to eradicate poverty and achieve a carbon neutral middle-income country status by 2025. This vision is built around agriculture led transformation, and regional leadership in light manufacturing, targeting an increase from 4% to 18% of the sector’s share in the economy by 2025.

Despite important progress, significant development challenges remain in achieving the country’s vision. Ethiopia remains within the category of country with a low human development and below the average HDI of Sub-Saharan African Countries (0.504) with an HDI at 0.463 in 2017\(^5\). Over 22 million people are estimated to be living below the national poverty line, particularly in rural areas where headcount poverty has not declined as rapidly as in urban areas. The country’s economic performance is challenged by limited sectoral and private sector competitiveness, large external imbalances, foreign exchange shortages, and rising external debt. Development gains, notably in food security and agricultural productivity on which the economy depends, are challenged by periodic droughts and flood events, exacerbated by climate change as evidenced by recent natural hazards associated with El Nino, in 2016/2017. In addition, Ethiopia remains highly dependent on international aid assistance to which it is the 5th largest recipient country\(^6\). OECD/DAC data indicates that the five largest providers of development assistance to Ethiopia in 2015 were the World Bank, the United States, the United Kingdom, European Union and the African Development Bank. Net ODA received by the country totaled around $3.2 billion in 2015.\(^7\)

In terms of gender equality and women empowerment, Ethiopia ranks 121 out of 160 countries on UNDP Gender Equality index\(^8\). Following the recent reshuffle in October 2018, 50 percent of cabinet positions are now held by women. While important progress has been achieved particularly in improving gaps in access to education and health, gaps in reproductive health and gender-based violence remain. In addition, gender gaps exist in economic participation and opportunity, reflected in workforce participation, wage equality, and access to senior/managerial positions\(^9\). 37.3 percent of parliamentarians\(^10\) are women.

Finally, sharing its border with fragile and conflict affected countries, the country is host to the second largest refugee population in Africa, sheltering over 905,831 registered refugees and asylum seekers\(^11\). At the same time, drought and events of intercommunal violence have also driven internal displacements.


\(^5\) UNDP, « Human Development Report 2018 », 2018

\(^6\) Source: OECD-DAC. See : https://public.tableau.com/views/AidAtAGlance/DACmembers?:embed=y&:display_count=no?&:showVizHome=no#1

\(^7\) http://www.oecd.org/countries/ethiopia/

\(^8\) Ibid


\(^10\) UNDP, « Human Development Report 2018 », 2018

and migration to neighboring countries. According to the International displacement monitoring center, the incidence of recent intercommunal tensions and climate related event have led to the displacements of more than a million people in the southern regions of Ethiopia in the first half of 2018\textsuperscript{12}.

In 2016, the country experienced unprecedented waves of social revolts in several regions of the country in demands for more equitable share of social and economic development gains, as well as more political rights and freedom. The deadlocked situation, resulting from the 10 month long nationwide state of emergency, led to a peaceful transition at the executive level of the government, with the resignation and appointment of a new Prime Minister in April 2018. Since, the country has embarked in a reconciliation effort which saw the release of hundreds of political prisoners and exiles, and the signing of peace agreement with its neighbor Eritrea in September 2018 ending their 20 years old conflict. Other areas of reforms announced include addressing corruption and enhancing public accountability, marginalization and social exclusion, and broadening political participation, and freedom of the press in view of free election in 2020.

3. UNDP Programme in Ethiopia

The UNDP country programme in Ethiopia for the period 2016-2020 is aligned with the United Nations Development Assistance Framework (UNDAF) for the same period. The UNDAF 2016-2020 includes a total of 15 outcomes, with indicative resources amounted to around 3,038 billion USD. UNDP is involved in 4 out of these 15 outcomes. UNDP programme is structured around the following interlined components: (i) Accelerating economic growth and poverty reduction; (ii) Climate change and resilience-building; and (iii) Strengthening democratic governance and capacity development, with a total of 17 outputs. UNDAF outcomes, UNDP programme outputs and indicative resources are summarized in the following table:

\begin{table}[h]
\centering
\begin{tabular}{|c|c|c|c|}
\hline
UNDAF outcomes and UNDP country programme outputs & Indicative resources (US$ millions) & \multicolumn{2}{c|}{Other resources} \\
& Regular resources & Other resources & \\
\hline
Outcome 1: By 2020 Ethiopia has achieved robust and inclusive growth in agricultural production, productivity and commercialization of the agricultural sector & Output 1: Farmers have strengthened technical capacities and skills to adopt inclusive value chain approaches in the commercialization of cereals, pulses and oil seeds & 13,669 & 17,107 \\
Output 2: Strengthened capacities of Ministry of Agriculture at national and subnational levels to plan, deliver and monitor agricultural services & & & \\
Total outcome 1 & & 30,776 & \\
\hline
\end{tabular}
\caption{UNDAF outcomes, UNDP programme outputs and indicative resources (2016-2020)}
\end{table}

\textsuperscript{12} See: \url{http://www.internal-displacement.org/mid-year-figures}
### Outcome 2: By 2020, private sector-driven industrial and service sector growth is inclusive, sustainable, competitive and job-rich

Output 1: Priority manufacturing sectors (textile, leather, metal and agro-industry) identified in the Growth and Transformation Plan are more inclusive, productive and competitive in regional and international markets  
Output 2: Access to innovative financial products and services by micro, small and medium enterprises strengthened  
Output 3: Private sector enterprises have improved skills to be productive and competitive  
Output 4: Improved trade facilitation and logistical services for enhanced trade competitiveness  
Output 5: Improved and enabling environment for an expanded and sustainable tourism sector  

| Total outcome 2 | 50,250 |

### Outcome 3: By 2020, key government institutions at federal level and in all regions and cities are able to plan, implement and monitor priority climate change mitigation and adaptation actions and sustainable natural resource management

Output 1: Enhanced financial, technical and institutional capacities of climate-resilient green economy sectors, line ministries to develop, implement and monitor strategies and plans that promote climate-resilient green economy and society  
Output 2: Regional administrations enabled to ensure the conservation, sustainable use and access of natural resources, biodiversity and ecosystems  
Output 3: Enhanced institutional capacity at all levels to effectively manage, coordinate and mainstream DRM policy, plan, strategies and programmes and to utilize climate information and early warning systems  
Output 4: Enhanced resilience of households and communities in disaster-prone areas, including livelihood recovery support provided to refugees, host communities and internally displaced persons  

| Total outcome 3 | 83,050 |

### Outcome 4: Key government institutions and other stakeholders utilize enhanced capacities to ensure equitable, efficient, participatory and gender-responsive development

Output 1: Enhanced institutional and technical capacity of the justice system to deliver accessible, efficient and accountable justice to all, especially women and vulnerable groups  
Output 2: Enhanced capacity of human rights institutions and other stakeholders to implement/enforce the international/regional human rights obligations and standards  
Output 3: Capacity of the Federal Ethics and Anti-Corruption Commission, Ethiopian Institution of the Ombudsman and Ministry of Mines enabled to address awareness, prevention and enforcement of  

| Total outcome 4 | 13,680 | 47,120 |
anti-corruption measures and administrative malpractices across sectors and stakeholders
Output 4: Democratic and oversight institutions (House of Peoples’ Representatives, National Electoral Board of Ethiopia, Office of the Federal Auditor General) enabled to perform core functions for improved accountability, participation, representation, democratic elections and gender equality
Output 5: National and local authorities and other stakeholders capacitated to prevent conflict and promote peace and security
Output 6: Capacity of local government institutions enabled to deliver improved basic services, respond to priorities voiced by the public, and promote accountability and participation at local levels

<table>
<thead>
<tr>
<th>Total outcome 4</th>
<th>60,800</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grand total</td>
<td>224,876</td>
</tr>
</tbody>
</table>

Source: UNDP Ethiopia Country Programme Document 2016-2020

4. **Scope of the evaluation**

ICPEs are conducted in the penultimate year of the ongoing UNDP country programme in order to feed into the process of developing the new country programme. The ICPE will focus on the present programme cycle (mid-2016 - mid-2020) while taking into account interventions which may have started in the previous programme cycle (2012 - mid-2016) but continued for a few more years into the current programme cycle.

As a country-level evaluation of UNDP, the ICPE will focus on the formal UNDP country programme approved by the Executive Board but will also consider any changes from the initial CPD during the period under review. The ICPE covers interventions funded by all sources of finance, core UNDP resources, donor funds, government funds, etc. It is important to note that a UNDP country office may be involved in a number of activities that may not be included in a specific project. Some of these “non-project” activities may be crucial for advancing the political and social agenda of a country.

Special efforts will be made to capture the role and contribution of UNV and UNCDF through undertaking joint work with UNDP. This information will be used for synthesis in order to provide corporate level evaluative evidence of performance of the associated fund and programme.

5. **Methodology**

The evaluation methodology will adhere to the United Nations Evaluation Group (UNEG) Norms & Standards. The ICPE will address the following three main evaluation questions. These questions will also guide the presentation of the evaluation findings in the report.

14 The ICPEs have adopted a streamlined methodology, which differs from the previous ADRs that were structured according to the four standard OECD DAC criteria. More detailed sub-questions will be developed during the desk review phase of the evaluation.
1. What did the UNDP country programme intend to achieve during the period under review?
2. To what extent has the programme achieved (or is likely to achieve) its intended objectives?
3. What factors contributed to or hindered UNDP’s performance and eventually, to the sustainability of results?

To address question 1, a Theory of Change (ToC) approach will be used in consultation with stakeholders, as appropriate, to better understand how and under what conditions UNDP’s interventions are expected to lead to good governance, poverty reduction and sustainable human development in the country. Discussions of the ToC will focus on mapping the assumptions behind the programme’s desired change(s) and the causal linkages between the intervention(s) and the intended country programme outcomes.

As part of this analysis, the progression of the programme over the review period will also be examined. In assessing the CPD’s progression, UNDP’s capacity to adapt to the changing governance, economic and humanitarian context in Ethiopia (including the opening of the democratic space, the move towards more private sector, the case of internally displaced persons and unemployed youth, etc.) and respond to national development needs and priorities will also be looked at.

The effectiveness of UNDP’s country programme will be analyzed in response to evaluation question 2. This will include an assessment of the achieved results and the extent to which these results have contributed to the intended CPD objectives. In this process, both positive and negative, direct and indirect as well as unintended results will be identified.

To better understand UNDP’s performance, the specific factors that influenced - positively or negatively - UNDP’s performance and eventually, the sustainability of results in the country will be examined in response to evaluation question 3. In addition to country-specific factors that may explain UNDP’s performance, the utilization of resources to deliver results (including managerial practices), the extent to which the CO fostered partnerships and synergies with other actors (including through south-south and triangular cooperation), and the integration of gender equality and women’s empowerment in design and implementation of the CPD are some of the aspects that will be assessed under this question.

In addition, efforts will be made to spot check the status of implementation of recommendations from the previous Assessment of Development Results in Ethiopia which was conducted in 2015 by the IEO.

6. Data collection

Assessment of existing data and data collection constraints. An assessment was carried out for each outcome area to ascertain the available information, identify data constraints, to determine the data collection needs and methods. The assessment outlined the level of evaluable data that is available. The assessment indicated that there were 9 decentralized evaluations undertaken during the period from 2016 to present, which were all project evaluations. Eight of the decentralized evaluations were quality-assessed by IEO: five reports were rated as moderately satisfactory (rating of 4) and three reports rated as satisfactory (rating of 5). All these evaluations will serve as important inputs into the ICPE. The majority of projects have project documents, and some annual progress reports are available. Overall, the programme has sufficient information to conduct the ICPE.

With respect to indicators, the CPD and CPAP list 12 indicators for the 4 outcome results, and 41 indicators to measure the 17 outputs, with baseline and targets. To the extent possible, the ICPE will seek to use
these indicators to better understand the intention of the UNDP programme and to measure or assess progress towards the outcomes. The indicators mostly indicated national statistics, and reports of various ministries as data sources, and the evaluation’s ability to measure progress against these indicators will therefore depend on national statistical capacities, including the periodicity of the national data system and the availability of disaggregated data by age, sex, geographic area, etc.

It is also important to note that UNDP projects that contributed to different outcomes are at different stages of implementation, and therefore it may not always be possible to determine the projects’ contribution to results. In cases where the projects/initiatives are still in their initial stages, the evaluation will document observable progress and seek to ascertain the possibility of achieving the outcome given the programme design and measures already put in place.

Regarding field work, due to the sporadic insecurity and ethnic violence in parts of the country (currently the most affected areas are Somali, Gambella and Gedeo/Guji), there might be some restrictions on the evaluation team’s ability to travel to project sites in different parts of the country. The evaluation team will work closely with the CO and consult UNDSS in determining the sites for field visits.

Data collection methods: The evaluation will use data from primary and secondary sources, including desk review of documentation and information and interviews with key informants, including beneficiaries, partners and managers. An advance questionnaire will be administered to the country office before the data collection mission in the country. A multi-stakeholder approach will be followed and interviews will include government representatives, civil-society organizations, private-sector representatives, UN agencies, multilateral organizations, bilateral donors, and beneficiaries of the programme. Focus group discussions will be used to consult some groups of beneficiaries as appropriate.

The evaluation team will also undertake field visits to selected project sites to observe the projects first-hand. It is expected that regions where UNDP has a concentration of field projects (in more than one outcome area), as well as those where critical projects are being implemented will be considered. There should be a coverage of all outcome areas. The coverage should include a sample, as relevant, of both successful projects and projects reporting difficulties where lessons can be learned, both larger and smaller pilot projects, as well as both completed and active projects.

The IEO and the country office have identified an initial list of background and programme-related documents which is posted on an ICPE SharePoint website. The following secondary data will be reviewed, among others: background documents on the national context, documents prepared by international partners during the period under review and documents prepared by UN system agencies; programme plans and frameworks; progress reports; monitoring self-assessments such as the yearly UNDP Results Oriented Annual Reports; and evaluations conducted by the country office and partners.

In line with UNDP’s gender mainstreaming strategy, the ICPE will examine the level of gender mainstreaming across all of UNDP Ethiopia programmes and operations. Gender disaggregated data will be collected, where available, and assessed against its programme outcomes.

Validation. The evaluation will use triangulation of information collected from different sources and/or by different methods to enhance the validity of findings.

Stakeholder involvement: A participatory and transparent process will be followed to engage with multiple stakeholders at all stages of the evaluation process. During the initial phase a stakeholder analysis
will be conducted to identify all relevant UNDP partners, including those that may have not worked with UNDP but play a key role in the outcomes to which UNDP contributes. This stakeholder analysis will serve to identify key informants for interviews during the main data collection phase of the evaluation, and to examine any potential partnerships that could further improve UNDP’s contribution to the country.

7. Management arrangements

Independent Evaluation Office of UNDP: The UNDP IEO will conduct the ICPE in consultation with the UNDP Ethiopia Country Office, the Regional Bureau for Africa and the Government of Ethiopia. The IEO Lead Evaluator will lead the evaluation and coordinate the evaluation team. The IEO will meet all costs directly related to the conduct of the ICPE.

UNDP Country Office in Ethiopia: The country office will support the evaluation team to liaise with key partners and other stakeholders and ensure that all necessary information regarding UNDP’s programmes, projects and activities in the country is available to the team, and provide factual verifications of the draft report on a timely basis. The country office will provide the evaluation team in-kind organizational support (e.g. arranging meetings with project staff, stakeholders, beneficiaries; assistance for project site visits). To ensure the independence of the views expressed, country office staff will not participate in interviews and meetings with stakeholders held for data collection purposes. The country office will jointly organize the final stakeholder meeting, ensuring participation of key government counterparts, through a video-conference with the IEO, where findings and results of the evaluation will be presented. Additionally, the country office will support the use and dissemination of the final outputs of the ICPE process.

UNDP Regional Bureau for Africa (RBA): RBA will support the evaluation through information sharing, and will also participate in discussions on emerging conclusions and recommendations.

Evaluation Team: The IEO will constitute an evaluation team to undertake the ICPE. The IEO will ensure gender balance in the team which will include the following members:

- **Lead Evaluator (LE):** IEO staff member with overall responsibility for managing the ICPE, including preparing for and designing the evaluation (i.e. the present ToR) as well as selecting the evaluation team and providing methodological guidance. The LE will be responsible for the synthesis process and the preparation of the draft and final evaluation reports. The LE will be backstopped by another evaluator also from the IEO.
- **Associate Evaluator (AE):** The AE will support the LE in the preparation and design of the evaluation, including background research and documentation, the selection of the evaluation team, and the synthesis process. The AE will review the draft report and support the LE in other aspects of the ICPE process as may be required.
- **Consultants:** 2 consultants will be recruited and will be responsible for the outcome areas. Under the guidance of LE, they will conduct preliminary research and data collection activities, prepare outcome analysis, and contribute to the preparation of the final ICPE report.

The roles of the different members of the evaluation team can be summarized in Table 2.
### Table 2: Data collection responsibilities by outcome areas

<table>
<thead>
<tr>
<th>Outcome</th>
<th>Report</th>
<th>Data collection</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accelerating economic growth and poverty reduction (outcome 1&amp;2)</td>
<td>Consultant</td>
<td>Consultant</td>
</tr>
<tr>
<td>Climate change and resilience-building (outcome 3)</td>
<td>Consultant</td>
<td>Consultant</td>
</tr>
<tr>
<td>Strengthening democratic governance and capacity development (outcome 4)</td>
<td>Consultant</td>
<td>Consultant</td>
</tr>
<tr>
<td>General strategic and management issues</td>
<td>LE</td>
<td>LE/AE/consultant</td>
</tr>
</tbody>
</table>

#### 8. Evaluation Process

The evaluation will be conducted according to the approved IEO process. The following represents a summary of the five key phases of the process, which constitute the framework for conducting the evaluation.

**Phase 1: Preparatory work.** The IEO prepares the ToR and the evaluation design, including an overall evaluation matrix. Once the TOR is approved, additional evaluation team members, comprising international and/or national development professionals will be recruited. The IEO starts collecting data and documentation internally first and then filling data gaps with help from the UNDP country office.

**Phase 2: Desk analysis.** Evaluation team members will conduct desk review of reference material, and identify specific evaluation questions, and issues. Further in-depth data collection will be conducted, by administering an advance questionnaire and interviews (via phone, Skype, etc.) with key stakeholders, including country office staff. Based on this, detailed evaluation questions, gaps and issues that require validation during the field-based phase of the data collection will be identified.

**Phase 3: Field-based data collection.** During this phase, the evaluation team undertakes a mission to the country to engage in data collection activities. The estimated duration of the mission is around 3 weeks. The evaluation team will liaise with CO staff and management, key government stakeholders and other partners and beneficiaries. At the end of the mission, the evaluation team will hold a debrief presentation of the key preliminary findings at the country office.

**Phase 4: Analysis, report writing, quality review and debrief.** Based on the analysis of data collected and triangulated, the LE will undertake a synthesis process to write the ICPE report. The draft will first be subject to peer review by IEO and its Evaluation Advisory Panel. Once the draft is quality cleared, it will be circulated to the country office and the UNDP Regional Bureau for Africa for factual corrections. The second draft, which takes into account any factual corrections, will be shared with national stakeholders for further comments. Any necessary additional corrections will be made and the UNDP Ethiopia country office will prepare the management response to the ICPE, under the overall oversight of the regional bureau.

The report will then be shared at a final debriefing where the results of the evaluation are presented to key national stakeholders. The way forward will be discussed with a view to creating greater ownership by national stakeholders with respect to the recommendations as well as to strengthening accountability.
of UNDP to national stakeholders. Taking into account the discussion at the stakeholder event, the evaluation report will be finalized and published.

**Phase 5: Publication and dissemination.** The ICPE report will be written in English. It will follow the standard IEO publication guidelines. The evaluation report will be widely distributed in both hard and electronic versions. The evaluation report will be made available to UNDP Executive Board by the time of approving a new Country Programme Document. It will be widely distributed by the IEO within UNDP as well as to the evaluation units of other international organisations, evaluation societies/networks and research institutions in the region. The Ethiopia country office and the Government of Ethiopia will disseminate to stakeholders in the country. The report and the management response will be published on the UNDP website as well as in the Evaluation Resource Centre. The Regional Bureau for Africa will be responsible for monitoring and overseeing the implementation of follow-up actions in the Evaluation Resource Centre.

9. **Timeframe for the ICPE Process**

The timeframe and responsibilities for the evaluation process are tentatively as follows in Table 3:

| Table 3: Tentative timeframe for the ICPE process going to the Board in June 2019 |
|-------------------------------------------------|-------------------------------|-------------------|
| **Activity**                                  | **Responsible party**   | **Proposed timeframe** |
| **Phase 1: Preparatory work**                |                               |                      |
| TOR completed and approved by IEO Director   | LE                            | November 2018         |
| Selection of consultant team members         | LE                            | November-December 2018 |
| **Phase 2: Desk analysis**                  | Evaluation team              | December 2018 – January 2019 |
| Preliminary desk review of reference material| Evaluation team              |                      |
| Advance questionnaires to the CO            | LE/AE/CO                      | December 2018         |
| **Phase 3: Field-based data collection**    | LE/AE/Consultants            | 18 February – 8 March 2019 |
| Mission to Ethiopia                          | LE/AE/Consultants            | 18 February – 8 March 2019 |
| **Phase 4: Analysis, report writing, quality review and debrief** | | |
| Analysis of data and submission of background papers | Consultants | March 2019 |
| Synthesis and report writing                 | LE/AE                         | April – May 2019      |
| Zero draft for internal IOE clearance/EAP comments | LE | June 2019 |
| First draft to CO/RBA for comments           | LE/CO/RBA                    | July 2019             |
| Second draft shared with the government and national stakeholders | LE/CO/GOV | August 2019 |
| Draft management response                    | CO                            | August 2019           |
| Stakeholder workshop via video-conference   | IEO/CO/RBA                   | September 2019        |
| **Phase 5: Publication and dissemination**   | IEO                           | September 2019        |
| Editing and formatting                       | IEO                           | September 2019        |
| Final report and evaluation brief            | IEO                           | September 2019        |
| Dissemination of the final report            | IEO                           | September 2019        |

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15 web.unpd.org/evaluation  
16 erc.undp.org  
17 The timeframe, indicative of process and deadlines, does not imply full-time engagement of evaluation team during the period.
Annex 2. COUNTRY AT A GLANCE

Millions USD

- World Bank Group: $14,011.6
- United States: $10,239.6
- United Kingdom: $5,116.5
- African Development Fund: $3,565.1
- EU Institutions: $3,416.3
- Global Fund: $2,109.8
- Germany: $1,397.7
- Canada: $1,366.4
- Netherlands: $1,113.2
- Japan: $1,111.6
- Global Alliance for Vaccines...: $894.0
- Ireland: $715.8
- Norway: $673.6
- Italy: $662.0
- Sweden: $653.7

Source: OECD, QWIDS (2018)

Net ODA received
constant 2015 USD in millions

Source: World Bank, WDI
Poverty rates
% of the population

Source: World Bank, WDI

Poverty headcount ratio at $3.20 a day (2011 PPP)

Poverty headcount ratio at $1.90 a day (2011 PPP)

GDP per capita
PPP (constant 2011 international dollar)

Source: World Bank, WDI
Human Development Index Trends

ANNEX 3. COUNTRY OFFICE AT A GLANCE

Sources for all visualisations below are Atlas extractions unless otherwise indicated.

Outcome 41: Inclusive growth in agricultural sector

Millions

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
</tr>
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<tbody>
<tr>
<td>Budget</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Expenditure</td>
<td>4,000,000</td>
<td>3,000,000</td>
<td>3,000,000</td>
</tr>
</tbody>
</table>

Outcome 42: Sustainable and competitive employment and livelihoods

Millions

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
</tr>
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<tbody>
<tr>
<td>Budget</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Expenditure</td>
<td>2,500,000</td>
<td>2,000,000</td>
<td>2,000,000</td>
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</table>
Outcome 43: Climate change and natural resource management

Millions

Outcome 44: Democratic governance

Millions
Execution Rate by Year

![Graph showing execution rate by year from 2016 to 2018.]

Evolution of Programme Budget & Expenditure, 2016-2018

![Bar chart showing evolution of programme budget and expenditure from 2016 to 2018.]

- **2016**: Total Budget $20, Total Expenditure $20
- **2017**: Total Budget $21, Total Expenditure $21
- **2018**: Total Budget $28, Total Expenditure $28

Millions

$0 $10 $20 $30 $40

- Total Budget
- Total Expenditure
Total Expenditure by Fund Category and Year

 Millions

<table>
<thead>
<tr>
<th>Year</th>
<th>Vertical Trust Funds</th>
<th>Regular Resources</th>
<th>Government cost sharing</th>
<th>Bilateral/Multilateral Funds</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>$10.0</td>
<td>$5.7</td>
<td>$1.4</td>
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Top Donors

Millions

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# ANNEX 4. PROJECT LIST

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<td>Preparing Violent Extremism in Ethiopia</td>
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<td>UNDP-DPA: Conflict Prevention</td>
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21
## ANNEX 5. SUMMARY OF CPD OUTCOME INDICATORS AND STATUS AS REPORTED BY THE COUNTRY OFFICE

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<th>Indicator</th>
<th>Status/Progress</th>
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<tr>
<td><strong>Outcome 41:</strong> By 2020 Ethiopia has achieved robust and inclusive growth in agricultural production, productivity and commercialization of the agricultural sector</td>
<td></td>
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</tbody>
</table>

**Major food crop production in million quintals dis aggregated by farmer type**

- **Baseline:** Total 251 Small holder farmers 241 and commercial farmers 10 (2013)
- **Target:** Total 321 Small holder farmers 308 and commercial farmers 13 (2016)

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<th>2018</th>
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<tr>
<td>Data: NA20</td>
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<tr>
<td>Comment: The indicator, latest data available for 2015/16 has shown progress from the base year 2013. Major food crop production is expected to stall or decline by close of 2016 due to the recent drought that has affected the country in late 2015 and 2016. Disaggregated data by farmer type is not available for the reported year. Data is obtained from Central Statistical Agency (CSA) Agricultural Sample Survey 2015/16.</td>
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<table>
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<th>2018</th>
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<td>Data: 266.8</td>
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<tr>
<td>Comment: Major food crop production in million quintals has reached 266.83. The indicator has showed some progress from the base line but fell short of the target for the year. The main reason for the latter is due to climate change induced drought which had negative effect on agricultural production. Disaggregated data by farmer type is not available for the reporting year. Data obtained from GTP II Annual Progress Report 2015/16</td>
<td></td>
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<table>
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<th>Type: Quantitative</th>
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<td>Data: Total 342 Smallholder farmers 329 and commercial farmers 13</td>
<td></td>
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</tbody>
</table>

**Public spending on agriculture as % of GDP**

- **Baseline:** 0.7% of GDP (2015)
- **Target:** 0.9% of GDP (2020)

<table>
<thead>
<tr>
<th>Type: Quantitative</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Data: 0.7%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Comment: Latest data for the indicator not released yet for 2016. Last available data is for the indicated base year 2015. Data is from Ministry of Finance and Economic Cooperation fiscal data compilation 2015.</td>
<td></td>
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</table>

<table>
<thead>
<tr>
<th>Type: Quantitative</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Data: 0.7%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Comment: Latest data for the indicator is not released beyond 2015. Data remain to be from Ministry of Finance and Economic Cooperation fiscal data 2015.</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Type: Quantitative</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Data: 1.2%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Comment: National Accounts Data 2018, Ministry of Finance</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

18 “Indicators,” “Baseline,” “Target,” and “Status/Progress” info were extracted from the Cooperate Planning System.

19 The “Indicators” on CCPD are different from those on Cooperate Planning System, in order to be able to track the status and progress, we decided to use those on the Cooperate Planning System.

20 Not Available
<table>
<thead>
<tr>
<th>Indicator</th>
<th>Status/Progress</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value of export of agricultural products (billion US$)</td>
<td></td>
</tr>
</tbody>
</table>
Baseline: 2.3 (2014)  
Target: 2.8 (2020)  
Type: Quantitative  
Data: 2.21  
Comment: Overall performance fell short of the planned target. This is mainly due to international prices of Ethiopia’s major export commodities have been declining, not withstanding, supply side constraints. Data obtained from Ministry of Finance Economic Cooperation national accounts data 2015.  
“Regression”  
Data: 2.17  
Comment: The performance fell short of expectation for this year and baseline. This is attributable to lingering global commodity price shocks and supply side domestic factors. Data obtained from Ethiopian Revenue and Customs Authority  
“Regression”  
Data: 2.3  
Comment: Value of export of agricultural products declined in 2018 from the base line due to decline in overall agricultural commodity prices in the international market. GTP II Mid Term Review, National Planning Commission June, 2018  
“No change” |
| Share of Industrial Sector in GDP |  
Baseline: 14%  
Target: 22% (2020)  
Type: Quantitative  
Data: 16.7  
Comment: The indicator has shown progress form the base and has achieved the 2016 set target. Data obtained from Ministry of Finance and Economic Cooperation Growth and Transformation Plan II 2016.  
“Some progress”  
Type: Quantitative  
Data: 20.6  
Comment: The indicator is on upward trajectory and the expected target for the year is surpassed. Data is from National Accounts, Ministry of Finance and Economic Cooperation.  
“Some progress”  
Type: Quantitative  
Data:25.6%  
Comment: Data from GTP II Midterm Review, National Planning Commission, 2018  
“Target reached or surpassed” |
| Export of manufacture goods as percentage of total merchandise export |  
Baseline: 9.16%  
Target: 18% (2020)  
Type: Quantitative  
Data: NA  
Comment: The indicator, latest data available for 2015 has shown some progress from the base year 2013. However a bit short of the estimated target for 2015. This is mainly due to the manufacturing sector has not progressed as anticipated due to structural challenges facing the economy. Ministry of Finance and Economic Cooperation Growth and Transformation Plan II 2016.  
“Some Progress”  
Type: Quantitative  
Data: 11.4  
Comment: The indicator has shown some progress compared to previously available data for 2015 and baseline. This is mainly due to surge in processed cereal as well as textile & textile products exports in 2016/17. Achievement is short of estimated target for the review year. Data obtained from National Bank of Ethiopia Quarterly Reports 2016.  
“Some Progress”  
Type: Quantitative  
Data: 12.9%  
Comment: Data from GTP II Midterm Review, National Planning Commission, 2018  
“Some Progress” |
<table>
<thead>
<tr>
<th>Indicator</th>
<th>Status/Progress</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of tourist inflows</td>
<td>Type: Quantitative Data: 780,000 Comment: The indicator has shown improvement from the base year but slightly short of the projected target for 2016. The growth is anticipated to slow down in 2016 due to the recent political conditions that may affect tourist inflows in the country.</td>
<td></td>
<td>Type: Quantitative Data: 886,800 Comment: The indicator has surpassed the expected target for the year. Data is from Ministry of Culture and Tourism annual report 2017.</td>
<td>Type: Quantitative Data:934,000 Comment: data from World Travel and Tourism Council Travel &amp; Tourism Economic Impact 2018, Ethiopia</td>
</tr>
<tr>
<td>Baseline: 629,050 (2013)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Target: 1,000,000 (2020)</td>
<td>“Some Progress”</td>
<td></td>
<td>“Some Progress”</td>
<td></td>
</tr>
</tbody>
</table>

**Outcome 43:** By 2020, key government institutions at federal level and in all regions and cities are able to plan, implement and monitor priority climate change mitigation and adaptation actions and sustainable natural resource management

| Number of annual greenhouse gas emission (in million tons of carbon dioxide equivalent) | Type: Quantitative Data: NA Comment: UNDP has contributed for the abatement of approximately 145 million tons of GHG through the Forestry sector development programme, protected area and climate change adaptation and mitigation measures such as area closure introduction of improved cook stove and renewable energy utilization. | Type: Quantitative Data: NA Comment: Through upstream policy support, creating enabling environment, capacity building and community level interventions on: forestry, renewable energy, protected area management, biodiversity and ecosystem conservation, sustainable urban development, integrated approach for food security and implementing Climate Resilient Green Economy (CRGE) in the highlands of Ethiopia, the UNDP country office significantly contributed to the country in maintaining the baseline of GHG emission and meeting the annual target (145 million tons). | Type: Quantitative Data: 130 Comment: The government target is aiming to maintain 130 million tons of co2eq until 2030 and the various interventions of UNDP in forestry, biodiversity, energy, etc contributed for maintain the said government target. Data source: third national communication, sectoral reports 2018, MoUDHC, Ministry of Environment and Forest (MoEF), Ministry of Water, Irrigation and Energy (MoWIE), MoA, MoCT reports, CRGE sectors “Target reached or surpassed” |
| Baseline: 130 (2016) | | | |
| Target: 130 (2020) | “Some Progress” | “Some Progress” | |

<p>| Coverage of renewable energy in gigawatt hours | Type: Quantitative Data: NA Comment: The country has increased its renewable energy coverage by 4,238 MW which is approximately 37,125 GWH. UNDP has contributed to this | Type: Quantitative Data: NA Comment: The country has increased its annual renewable energy development by 1,790.057MW. UNDP CO’s has contributed to this achievement through | Type: Quantitative Data:12,585 Comment: Data source is third national communication, sectoral reports,2018 Ministry of Urban Development and Construction; Environment, Forest and Climate Change Commission; Ministry of Water, Irrigation and Energy; |
| Baseline: 8,702 (2016) | | | |
| Target: 58,703 (2020) | | | |</p>
<table>
<thead>
<tr>
<th>Indicator 1819</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Status/Progress</strong></td>
<td>achievement by playing significant role in supporting the energy sector through continuous upstream and downstream interventions. Specifically, UNDP contributed technical and financial support in policy and programme formulation, institutional capacity building, technical skill and capacity enhancement of the sector.</td>
<td>its integrated programmes and projects including: water shade management, massive afforestation and reforestation, area closures, biodiversity and protected area management, contributed for regulation of micro climate and improved water flow to the major hydropower dams. Moreover, through the promotion of rural energy technology, provision of improved cook stoves, solar energy and other renewable technologies to the off-grid community accessed sustainable energy.</td>
<td>MoA, Ethiopian Wild life Conservation Authority reports, CRGE sectors reports.</td>
</tr>
<tr>
<td><strong>Hectare of land managed sustainable through afforestation/reforestation, protected area management, biodiversity and ecosystem conservation</strong></td>
<td>Type: Quantitative Data: NA Comment: UNDP has contributed for the sustainable management of 45,092 hectares of land through afforestation, protected area management and area closure.</td>
<td>Type: Quantitative Data: NA Comment: Through the national forest sector development, area closure, conservation of biodiversity hotspot areas, protected area management, urban greenery and community level adaptation initiatives 29,300 ha of land covered by afforestation and reforestation.</td>
<td>Type: Quantitative Data: 1,870,500 Comment: MoUDHC, MoEF, MoWIE, MoA, CRGE sectors including MoCT 2018</td>
</tr>
<tr>
<td>Baseline: 1,200,000 (2016) Target: 6,700,000 (2020)</td>
<td></td>
<td></td>
<td>“Some progress”</td>
</tr>
</tbody>
</table>

**Outcome 44: Key government institutions and other stakeholders utilize enhanced capacities to ensure equitable, efficient, accountable, participatory and gender-responsive development**

| % of citizens reporting human rights, Justice, oversight/accountability and democratic institutions as being accessible, responsive and independent. | Type: Quantitative Data: NA Comment: No scientific public opinion survey has been conducted, but public perception towards oversight/accountability and democratic institutions is somewhat mixed. As parliamentary deliberations and media outlets suggest, institutions such as the Auditors General have progressively | Type: Quantitative Data: NA Comment: No systematic survey has been conducted to precisely tell the story. Nonetheless, there have been indications that the public have become more and more assertive of its rights over the past couple of years. The government has also acknowledged that existence citizens grievances in this area and pronounced its | Type: Quantitative Data: 25% Comment: There is no as such a scientific public perception survey conducted to substantiate progression/regression. However, there is ample evidence that these institutions have actually failed to effectively deliver on their constitutional mandates. They all are struggling to ascertain their |
| Baseline: 10% (2016) | | | |

25
<table>
<thead>
<tr>
<th>Indicator</th>
<th>Status/Progress</th>
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</thead>
<tbody>
<tr>
<td><strong>Target: 50% (2020)</strong></td>
<td><strong>proved effective in exercising their mandates and winning public confidence. The National Parliament as well is increasingly becoming active in its oversight activities. The other oversight/democratic intuitions are still struggling to ascertain their professional autonomy and integrity, and this has been reflected in government's own assessment, and UNDP's recent Rapid Governance Assessment Report.</strong></td>
</tr>
</tbody>
</table>
| **% of public rating the Ethiopian civil service as being accountable, transparent, responsive and efficient.** | **commitment to address issues of good governance. There are clear attempts to address although the pace may not be to the speed one expects. The parliament has been more aggressive in questioning the behavior and performance of government. Parliamentary committees' endeavor to conduct government scrutiny have these days become more vivid. The recent corruption crackdown on senior officials can be cited as an example. [http://capitalethiopia.com/2017/08/08/corruption-crackdown-continues/](http://capitalethiopia.com/2017/08/08/corruption-crackdown-continues/);**
| **Target: 80% (2020)** | **While indicating specific figures appears to be problematic (because of the nature of the assessments, which are largely qualitative), latest data indicate that the civil service has a long way to go in terms of ensuring accountability, transparency and responsiveness. This is determined by a comprehensive assessment commissioned by the government "Sectoral Assessment Report", 2016, as well as by UNDP's "Rapid Governance Assessment, 2016, which also confirmed the same.**
| | **Type: Quantitative**
| | **Data: NA**
| | **Comment: While indicating specific figures appears to be problematic (because of the nature of the assessments, which are largely qualitative), latest data indicate that the civil service has a long way to go in terms of ensuring accountability, transparency and responsiveness. This is determined by a comprehensive assessment commissioned by the government "Sectoral Assessment Report", 2016, as well as by UNDP's "Rapid Governance Assessment, 2016, which also confirmed the same.**
| | **Type: Quantitative**
| | **Data: NA**
| | **Comment: No systematic public rating has been conducted to inform the public on changes observed in terms of civil service improvement. Recent initiatives however indicate that a draft proclamation is submitted to the parliament to basically allow improvements in the civil service through merit-based development. The draft proclamation incorporated a set of regulations aimed at creating a civil service more accountable, transparent, responsive and efficient. UNDP Ethiopia has been supporting both the federal and regional civil service bureaus to assess civil service capacity needs and performance management system.**
| | **Type: Quantitative**
| | **Data: 60%**
| | **Comment: Again, no scientific public perception is available to exactly determine the approval/disapproval rate. However, there are credible sources to that indicate where the civil service currently stands - it is highly inefficient, unresponsive, contaminated with politics where meritocracy has little meaning. conducting such a comprehensive survey is an area UNDP has prioritized. Sectoral Report of the Ethiopian Policy Research Center 2017, GTP II Mid-Term Review Report 2018, public statements by the new Administration, civil society and media reports 2018.**
| | **"Some progress"**
<table>
<thead>
<tr>
<th>Indicator</th>
<th>Status/Progress</th>
</tr>
</thead>
</table>
| % of woman in National Parliament | Type: Quantitative  
Baseline: 43.5 (2016)  
Target: 50% (2020)  
Comment: A 43.5% women representation in the national assembly is quite high by African standards. The latest parliamentary elections took place in 2015; no election took place in the reporting period that may have affected women’s participation.  
“Significant Progress” |
| 2016 | Type: Quantitative  
Data: 43.5  
Comment: The last national parliamentary election was conducted in 2015. Baseline was established using the result of this election. It remains the same until the next election (2020).  
http://archive.ipu.org/parline/reports/2108.htm  
http://archive.ipu.org/parline/reports/2107.htm |
| 2017 | Type: Quantitative  
Data: 43.5  
Comment: Parliamentary elections in Ethiopia take place every five-years; the next elections are expected to take place in 2020. Hence, both the baseline and actual for this indicator remain unchanged.  
“No change” |
| 2018 | Type: Quantitative  
Data :50%  
Comment: Parliamentary elections in Ethiopia take place every five-years; the next elections are expected to take place in 2020. Hence, both the baseline and actual for this indicator remain unchanged.  
“No change” |
ANNEX 6. PEOPLE CONSULTED

**Government**

ABDIRAHMAN, Abdikarim, Bureau Head, Environmental Protection, Forest, Mines and Energy Development Bureau, Somali Regional State

ABDULAHI, Feysel, UNDP Focal point, Bureau of Finance and Economic Development, Somali Regional State

ABDULAHI, Tahir, Coordinator of MIBC project site in Hadou, Bureau of Environment, Forest and Climate Change

ABREHA, Haregot, Director, Federal Ethics and Anti-Corruption Commission

ADMASSU, Mesfin, Forestry Expert

ALEMU, Ourge, Focal Point of NAMA project in Hawasa, Directorate of Municipal Services

AMBERBER, Daniel, Manager, Warehouse Operation, Ethiopian Commodity Exchange

ASSEFA, Fistum, Commissioner, Planning and Development Commission

ATENO, Biyhanemesket, MRV Expert

ATTO, Wedo, Deputy Commissioner, Federal Ethics and Anti-Corruption Commission

AWOKE, Firehiwot Shemelise, Director, Ministry of Industry

BASSA, Aschalew Tekle, Director of Conflict Resolution and Constitutional Awareness creation, The House of Federation

BEKELE, Adinew, Planning Expert, Ethiopian Chamber of Commerce

BEZABIH, Teramage, Coordinator of the Forest Sector Development Programme at the Mirab Abaya district

BOMBA, Kalid, Chief TA, Agriculture Transformation Agency

CHEKOL, Sewinet, Accelerated Development Support for Emerging, Ministry of Peace

DAROTA, Damene, Deputy Commissioner, National Disaster Risk Management Commission

DEBELLA, Abdefa, Director – Biodiversity, Environment, Forest and Climate Change Commission

DUFISSA, Nega, Secretary of the Board & Chief Executive of the Secretariat, National Electoral Board of Ethiopia

FEKADE, Tseraye, Breeder expert, Department of Livestock and Fisheries, Sidama Zone
FELEKE, Director, Ministry of Labour and Social Affairs

FENTAHUN, Tsehay, NAMA Focal person

FISSEHA, Beyene, Rule of Law and Law enforcement, Ministry of Peace

GANTA, Gambura, Biodiversity Conservation team leader at Zonal level

GEBREYOHANNES, H.E Dr. Gebreegziabher, State Minister, Ministry of Agriculture

GETACHEW, Demrew, Executive Director, Ethiopian Economics Association

GETACHEW, Tibo, Vice Head of the Department of Livestock and Fisheries, Sidama Zone

GETAHUN, Yonas, UN Agencies Director, CRGE Facility & Regional Economic Cooperation Directorate Director, Ministry of Finance and Economic Cooperation

GETU, Zerihun, Acting Team Leader, Climate Resilient Green Economic Facility

GIZAW, Yibekal, Head of the office nation Human right action plan & Interim Head of Proj. mgt. Office, Attorney General

HAGOS, Asmelash Bezabih, Deputy Director General, Federal Urban Job Creation and Food Security Agency

HAILE, Wz. Nigest, Founder, Executive Director, Center of Accelerated Women Economic Empowerment

HARIR, Mohamed, NGO Coordination and Resource Mobilization Case Team Coordinator, Health Bureau

H/GIORGIS, Kassahun, Focal Point Integrated Agro-industrial Park, Bureau of Livestock and Fisheries

HINTSA, Kiros, GDPP Programme Officer, Federal Ethics and Anti-Corruption Commission

H/WOLD, Zena, Planning Monitoring and Evaluation Directorate Director, Ministry of Agriculture

ISSE, Mohamed Nur, Head, Disaster Preparedness and Prevention Bureau, Somalia

KASSA, Gebremeskal Gizaw, Zonal Coordinator, Ethiopian Wildlife Conservation Authority

KEBEDE, Tamer, Deputy Secretariat of the House of Peoples Representative Secretariat

KESISSIE, Molalegn, Project Officer, Mainstreaming incentives into biodiversity conservation project

MARIO, Melesse, Director General, Ethiopian Biodiversity Institute

MEISEW, Alemzewed, Planning and Delivery

MEKONNEN, H.E Misrak, Head of Secretariat, House of Peoples Representatives

MENGESTU, Wubie, Planning, project and Business Dev’t Department Manager, Chamber of Commerce

MENGISTU, Tefera, Adviser, State Minister of Forest, Ministry of Environment & Forest
MESERET, Berket, Manager, Surveillance, Ethiopian Commodity Exchange

MOHAMMED, Ahmed, Director, Head of Office, Ministry of Culture & Tourism, Ministry of Culture, Tourism and Sport

MOKA, Nameru, Forestry expert at the district

NEBEBE, Admasu, Ministry of Finance

NEGERA, Wondimagegnehu, CEO, Ethiopian Commodities Exchange

NUR ISSUE, Mohamed, Deputy Bureau Head, Disaster Prevention and Preparedness Bureau

RASAS, Abdikader Mohammed, Deputy Head, Bureau of Finance and Economic Development

REDI, H.E Sani, State Minister, Ministry of Agriculture

REZENE, Azeb, Plan Director, Ministry of Women Children and Youth Affairs

RHEE, Hanna, Director, Agriculture Transformation Agency

SAHLE, Fekadu, Urban Climate Resilient Director, Ministry of Urban Development and Construction

SEMIE, Negussie, Plan monitoring and Budget Director, Ethiopian Human Rights Commission

SHOE, Kebede Kayima, Secretary General, The House of Federation

SHUKRI, Abbas, Project Manager of the Ethiopia Humanitarian Fund project for UNDP in Jijiga

SIBHATU, Alexander, Forestry Expert

SIME, Endalkachew, Secretary General, Ethiopian Chamber of Commerce

SIMEZNEW, Dinesa, Forest Expert, Amhara National Regional State Environment, Forests & Wildlife Protection and Development Authority

TADESSE. W/o Rahel, Deputy Chief Executive of Sec., National Electoral Board

TEKLE, Aschalew, Conflict Resolution and constitutional awareness creation Directorate Director, House of Federation

TEKLE, Getish, Senior Program Coordinator, Ministry of Industry

TESEMA, Bekele Mengistu, Job Creation & Enterprises Development Division Deputy Director General, Federal Urban Job Creation and Food Security Agency

TESHOME, Fetene, Director General, National Meteorological Agency of Ethiopia

TESSEMA Teklu, Director, Livestock Breeding Directorate, Bureau of Livestock and Fisheries
TILAHUN, General Habtamu, Head of the Peacekeeping Main Dept., Ethiopian International Peace Keeping Training Center

T/SELASSIE, Solomon, Monitoring and Evaluation Directorate Director, Planning and Development Commission

YESHIMAS, Yewubsira, Solid Waste Team Leader

YIMER, Eyasu, GDPP Programme Coordinator at the House of Peoples Representative

WAKJIRA, Kumera, Director General, Ethiopian Wildlife Conservation Authority

WORKU, Girma, Advisor to the D/Commissioner and GDPP FEACC Focal Person, Federal Ethics and Anti-Corruption Commission

YIMAM, H.E Kebede, Deputy Commissioner, Environment, Forest and Climate Change Commission

WOLDEHANNA, Frehiwot, State Minister, Ministry of Water, Irrigation and Energy

WOLDETENSAE, Fresenbet, Peace Building-Culture of Peace, Ministry of Peace

WOLDSILASSE, Hulluf, Deputy Secretary General, Inter-Religious Council of Ethiopia

United Nations

ABATE, Kassahun, Project Coordinator, UNESCO

ABCHIR, Mohamed, Regional Advisor and Team Leader for East and Southern Africa, UNDP

ABEBE, Bezabih, Programme Implementation Support Officer, UNDP

ADANE, Asegid, UNIDO

ALEMU, Berhanu, Monitoring and Evaluation Specialist, UNDP

ALVAREZ-SALA, Jorge, WASH Specialist, UNICEF

ASNAKE, Samuel, UNESCO

ASSEFA, Eyerusalem, Programme Implementation Support Officer, UNDP

ASSEFA, Shimels, Team leader, Democratic Governance and Capacity Development

AWLACHEW, Genet, Assistant to the RR a.i., UNDP

BOWE, Malebogo, UNESCO

CHAMBERLAIN, Louise, Resident Representative a.i., UNDP
CHUMA, Aeneas Chapinga, UN Resident Coordinator, UNDP Resident Representative & UN Humanitarian Coordinator

DE SOUSA, Dr. Alexandra, Deputy Head of Office, UNOCHA

DEMISSIE, Getenet, Programme Implementation Support Officer, UNDP

GETACHEW, Endrias, Finance Specialist, Acting Operations Manager, UNDP

GUNDERSEN, Etambuyu A., Policy Specialist, UNDP

FEDAKU, Afework, Governance Programme Officer, UNDP

HADDIS, Elleni, ILO

HAILU, Blen, Resource Planning and Management Associate, UNDP

HAILU, Mekdelawit, Procurement Unit Head a.i, UNDP

HASSEN, Yimer, Programme Implementation Support Officer, UNDP

HEIKKILA, Tarmo, Coordination Specialist, UN

KAMAU Njeri, Team Leader, Programme Management Support Unit, UNDP

KANE, Idrissa, Deputy Regional Representative, UNHCHR

KATEGKEWA, Maria, Head of UNCTAD Regional Office for Africa, UNCTAD

KEBEDE, Bethlehem, Program Specialist Gender and Human Rights, UNFPA

KISRET, Haile, National Economist, UNDP

KURABACHEW, Bisrat, Resource Planning and Management Analyst, UNDP

LAWSON-MARRIOTT, Sibi, Head of Programme, World Food Programme

MAMUYE, Roza, Programme Associate – Economics, UNDP

MASALE, Sarah M., Deputy Representative, UNFPA

MEHARY, Nebyu, Policy Specialist, UNDP

MEKONNEN, Wubua, Program Specialist (GEF), UNDP

MELLSOP, Gillian, Country Representative, UNICEF

MENGISTE, Amare, TL of Natural Resources Management and Resilience, FAO

MOGES, Meseret, Programme Implementation Support Officer, UNDP

MUGISHA, Ambrose R.B., Programme Coordinator, UNDP
NAMALE, Prossy, Migration Policy Support Officer, IOM
NEGESSE, Ayele, Programme Coordinator, UNFPA
NIGATU, Bekele, Human Resource Specialist, UNDP
PARINI, Anna, Deputy Representative, UN Women
PARKER, Vincent, Deputy Representative, UNHCR
POLITIS, Christopher C., Chief Technical Advisor, UNDP
REDA, Fasil, Country Program Coordinator, UNIDO
SEWASEW, Soria, Admin Associate, UNDP
SISAY, Gizachew, Team Leader, UNDP
TAMENE, Betelihem, Entrepreneurship Development Centre
TAYE, Dinksew, Monitoring and Evaluation Analyst, UN Resident Coordinator’s Office
TEKLETSADIK, Melat, IOM
TENSAE, Yodit Gebre, Programme Implementation Support Officer, UNDP
TESFAYE, Dr. Eyob, Program Director Financial Inclusion, UNCDF
TESSEMA, Dugassa, Entrepreneurship Development Centre
TSIGE, Selamawit, Program Analyst, UNV
VAN ‘T KLOOSTER, Gijs, Head Livestock and Pastoralism Thematic Programme, FAO
VINCI, Vicenzo, Social Policy Specialist, UNICEF
WAKIAGA, James, Economics Advisor, UNDP

Civil society, academia and private sector

ARAYA, Feben, Program Manager, Ethiopian Charities and Society Forum
ASEFA, Metasebiya, Plan, Research, Monitoring and Evaluation Department Head, Inter Religious Church Council
BOGALE, Selam, Programme Manager, Center of Accelerated Women Economic Empowerment
HUSSEN, Ahmed, Member, Ethiopian Charities and Societies Forum
KADIR, Ismael, Programme Coordinator, Addis Ababa University
MARU, Alemtsehay, Member, Ethiopian Charities and Societies Forum
MULATU, Getu, Member, Ethiopian Charities and Societies Forum
SEID ABITEW, Dr. Mohammed, Addis Ababa University
SELAMO, Melesse Maryo, Director General, Ethiopian Biodiversity Institute
TEKLU, Negash, PHE-Ethiopia Consortium & Chair Person, Ethiopian Charities and Society Forum
TESHOME, Yodit, IT Officer, Center of Accelerated Women Economic Empowerment
Thomas, Deputy Administrative Officer, Woreda Environmental Protection Officer
WONDWOSSEN, Tsegaye, Monitoring & Evaluation Specialist, Entrepreneurship Development Centre
W/SELASSIE, Huluf, Deputy General Secretary, Inter Religious Church Council

**International Cooperation**

AKLILU, Shalom, Programme Officer, Denmark
AMEHA, Getinet, Senior Agriculture Project Management Specialist, USAID
CHESIRE, Milly Chelagat, Principal Country Program Officer, African Development Bank Group
DAVOUX, Dominique, Team Leader of Rural Transformation and Resilience Team, European Union
DINERSTEIN, Alicia, Deputy Mission Director, USAID
ETTRUP, Mads, Counsellor and Chief Financial Officer, Denmark
FELEKE, Tiruminch, Personal Assistant to Mission Director, USAID
FUSCO, Tiziana, Governance Expert, Italy
GEZAHEGN, Bantayehu, Local Political Officer, Norway
HEDLUND, Scott W., Office Chief, USAID
HEIDE, Morten, Head of Development Cooperation, Norway
HLAVAC, Stefan, Counsellor, Head of Office, Austria
ITAKURA Ms. Junko, Second Secretary, Japan
JAYAWARDENA, Annika, Head of Development Cooperation, Sweden
NAMALE, Prossy, Migration Policy Support Officer, IOM
NKWETASALAMI, Clementine, Representative, World Bank
REED, Leslie, Mission Director, United States

ROBERTS, Ivan, Minister-Counsellor and Head of Development Cooperation, Canada

SCOTT, Nathaniel, Resilience Coordinator, USAID

SENNOGA, Edward B., Chief Country Economist, African Development Bank

SPENCER, Richard, Program Leader for Ethiopia, Sudan and South Sudan, World Bank
ANNEX 7. DOCUMENTS CONSULTED

ADB, African Economic Outlook 2019, 2019, p.150
AfDB, OECD, UNDP, AFRICAN ECONOMIC OUTLOOK-ETHIOPIA, 2017
AFREXIMBANK, Ethiopia Country Brief, April 2018.
April 18 -20, 2018, Addis Ababa Ethiopia
BTI, Country Report: Ethiopia, 2018


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UNDP Ethiopia, Response to the ICPE permission questionnaire, January 2019


UNDP, Results-Oriented Annual Report, 2018
