Government of Ethiopia
Ministry of Federal Affairs

EMERGING REGIONS DEVELOPMENT PROGRAMME (ERDP)

Programme Document

The Emerging Regions of Ethiopia suffer from extreme poverty There is a serious lack of capacity to implement the decentralisation programme as a first step towards poverty alleviation. The main causes of this situation include (a) the absence of clear and detailed Regulations as an interpretation of national policy and law on decentralisation, to implement the assigned functions at Woreda and Kebele levels; (b) inappropriate structures and processes to deliver the most rudimentary infrastructure and services; and (c) an absence of the most basic infrastructure and services in the four regions to support socio-economic development. This programme therefore seeks to address these issues through five interventions: New regulatory provisions; Policy reviews; Local government capacity; Local development funding; and Local economic development. UNDP will fund the 'soft' side of investment, including capacity building. UNCDF will provide the seed-capital, through a local development fund (LDF), which will include associated institutional reforms in public expenditure management (PEM). Additional funds are anticipated through bilateral partners. The programme will focus on the regional, woreda (district) and kebele (village) levels of local government. The programme will be executed by government, and supported with focused programme personnel. The estimated programme cost is **US$13.42m**.

SIGNATURE PAGE

Country: The Federal Republic of Ethiopia

UNDAF Outcome(s)/Indicator(s):

Outcome 4. Decentralisation promoted, resulting in more effective response to community-driven needs and better and more equitable access to quality public services and utilities, in particular, by the vulnerable, poor and marginalized.

CP Expected Outcome(s)/Indicator(s):

Outcome 2. Achieve Millennium Declaration principles by 2011 through enhanced democratic empowerment and participation at the grassroots level.
Outcome 3. Devolution of power promoted, resulting in more effective response to community -driven needs and better and more equitable access to quality public services and utilities, in particular, by the vulnerable, poor and marginalized.

SRF/MYFF goal and service line _____

Expected Programme Output(s):
1. **New regulatory provisions**, to remove the obstructions to a smooth operational environment for decentralization in practice, at region, woreda and kebele levels.
2. **Policy reviews**, as a way of influencing policy assessments and as a platform for replicating the successful practice achieved, particularly in local development funding mechanisms and innovations in LED and its supporting financing models.
3. **Local government capacity building** at bureau (regional) and woreda (district) levels, focusing on the processes and supporting structures to ensure the smooth resource flows into and resulting infrastructure and services from, local government.
4. **Local development funding** at woreda and kebele level, in the context of local government planning and budgeting, to ensure success in the planning, implementation and review of local initiatives, as a contribution to the public expenditure management (PEM) cycle.
5. **Local economic development** (LED) from both the public investment and inclusive financing perspectives, as an innovative local development model, to include, for example, new approaches to inclusive financing for shelter development, in the context of "scattered settlement patterns".

Implementing partner: MoFA- Ministry of Federal Affairs
(designated institution for execution)

Programme Period: CCF2 period 2007-2009 Programme Component: Local Democratic Governance Programme Title: ERDP-Emerging Regions Development Program Programme Code: _____ **Programme Duration**: 2007-2011 (5 years)		

Source	US$m
UNCDF	2.00
UNDP#	4,00
Other donors*	4.00
ITU**	0.20
Sub-total	12.20
Government (in kind) 10%	1.22
Grand total	**13.42**
# Uncommitted at this point	*2.63*
* To be mobilised at this point	*6.00*
** Uncommitted at this point	*0.20*

Agreed by	Print name	Signature	Date (dd/mm/yy)
On behalf of the Government of Ethiopia:MoFED Ministry of Finance and Economic Development			
Implementing partner: MoFA-Ministry of Federal Affairs			
On behalf of UNCDF:			
On behalf of UNDP:			

Acronyms

Atlas	UNDP's enterprise resource planning (ERP) and financial management system
CP	Concept Paper
DFID	Department for International Development, UK
EU	European Union
GD&PE	Gender Development and Participation Expert
GIS	Geographical Information System
GoE	Government of Ethiopia
GRB	Gender-Responsive Budgeting
HDR	Human Development Report
HIPC	Highly Indebted Poor Country
ICT	Information and Communication Technology
IMF	International Monetary Fund
ITU	International Telecommunications Union
LDF	Local Development Fund
LED	Local Economic Development
LG	Local Government
MAFS	Ministry of Agriculture and Food Security
MDG	Millennium Development Goals
M&E	Monitoring and Evaluation
MIS	Management Information System
MOFA	Ministry of Federal Affairs
MoU	Memorandum of Understanding
MODEP	Ministry of Development and Economic Planning
MTEF	Medium Term Expenditure Framework
PASDEP	Plan for Accelerated and Sustained Development to End Poverty
PEM	Public Expenditure Management
PFM	Public Finance Management
PRSP	Poverty Reduction Strategy Programme
ROAR	Results Oriented Annual Report
SME	Small and Medium Enterprises
UNCDF	United Nations Capital Development Fund
UNDP	United Nations Development Programme

EMERGING REGIONS DEVELOPMENT PROGRAMME (ERDP)

1.   SITUATION ANALYSIS AND PROBLEM DEFINITION

1.1   The situation analysis comprises the a) socio-economic environment and b) institutional development framework driven by Ethiopia's PRSP (PASDEP); in that all donor support is focused on supporting the government to achieve the MDGs. This programme document is also fitting into the UNDAF and CPAP, already signed by government and UNDP, for all UN development agencies. The analysis culminates in (c) the high-level definition of the problem to be solved.

Socio-economic environment

1.2   With an estimated population of 66 million (2002), a population growth rate of 2.16% per annum and a per capita income of US$ 100, Ethiopia is amongst the lowest of the least-developed countries. Although the country's 1.13 million square kilometers are endowed with rich resources, only about 15% has been developed. The population distribution is also skewed, with about 85 percent inhabiting the rural areas with poor social amenities (roads, sanitation, health and education services), depleted resources and poor environmental management. An estimated 50 percent of the population lives in absolute poverty. In addition, most of the population is vulnerable to natural and man-made catastrophes like droughts, diseases, conflicts and low income-earning opportunities. These coupled with the HIV/AIDS pandemic, weak physical infrastructure, and the limited human and institutional capacities continue to limit Ethiopia's progress towards sustainable development and poverty reduction.

With particular reference to the four emerging regions, they lie on two extreme ends of the country: the east (Somali and Afar) and the west (Benishangul-Gumuz and Gambella) with pastoral communities in the former and agro-pastoral communities in the latter. Harsh conditions exist in both, inadequate water in the east leading to nomadic lifestyles and malaria, sleeping sickness and general backwardness in the west. Literacy levels are very low particularly in the pastoral regions and not much different in the agro-pastoral regions as well. The emerging regions are characterised by small, scattered and nomadic populations making it more challenging to provide public services. Most of the areas are inaccessible with poor or no roads and few social services including schools and clinics. There are also very limited personnel in the specialist fields. The Regions also have different ethnic compositions (for instance five each for Gambella and Benishangul-Gumuz), which have a bearing on piloting especially in the western regions where conflicts flare up especially in Gambella, where the peace and security situation is still volatile

Institutional Development Framework

PASDEP

1.3   Government's policy and strategic context is presented in the latest version of PRSP; known as PASDEP – a Plan for Accelerated and Sustained Development to End Poverty. It covers the period 2005/6 to 2009/10. It is suggested that three spheres of concern within PASDEP can be converted into programmable interventions from the UNCDF side. These are: (a) district level decentralisation, (b) gender and development and (c) information and communications technology.

District Level Decentralization (DLDP)

1.4   Decentralization of powers and duties to woreda level is being made effective along with the build-up of capacities at woreda and kebele levels. The devolution of power to regional states and then to the woreda is a

centrepiece of Ethiopia's strategy for ending poverty by improving accountability, responsibility and flexibility in service delivery and increasing local participation in democratic decision making on factors affecting the livelihood of the grassroots population. Following the big push to woreda decentralization at the beginning of SDPRP, progress has been made on a number of important areas. Regional constitutions have been revised with focus on the division of power and reorganization of structure to reveal accountability, check and balance at regional, wordea and kebele levels. The basic functional responsibilities are now transferred to woredas in most of the regional states. Human power had been deployed to woredas from the centre at regional government and zonal government levels.

1.5   The required institutions are set-up for running basic public functions including the promotion of asymmetric decentralization to kebeles such as committees, School, Parent and Teacher Associations, etc. Some of the important progress include the development of draft fiscal decentralization strategy, the introduction of framework grassroots participation system and conducting pilot assessments to identify gaps including manpower planning survey, training needs assessment, bench marking survey.

The major focal areas of the District Level Decentralization Program in the PASDEP period are the following:

- Fulfilling the required woreda manpower for the public institution;
- Establishing efficient and effective structure at woreda level;
- Establishing the system for broad-based participation and empowerment of the grassroots population;
- Improving woreda block grant, allocation and utilization system and enhancing capacity for planning and execution with the introduction of improved woreda planning manual;
- Establishing systems for clear accountability, transparency and relationships of executives;
- Establishing minimum standard service indicators and monitoring mechanisms for basic sectors;
- Improving revenue sharing system and creating mechanisms for revenue enhancement at woreda level;
- Ensuring the effectiveness of budget preparation and control system;
- Building capacities of kebeles on all fronts and parallel to the missions of woredas.

In the short period, 2006/07, an integrated approach will be launched to address the problems of the rural population and capacity deficiencies observed in rural woredas and kebeles

With particular reference to the 4 emerging regions (Afar, Benishangul-Gumuz, Gambella, and Somali), they have been the last to implement decentralisation from the Region to the Woreda. It was noted that acute capacity gaps still needed to be addressed including polices to attract and retain qualified civil servants. Equally important, there was an acknowledged need for more intensive participation in the planning process at the grassroots level since the work on the action plans was largely carried out from Addis Ababa. This is symptomatic of the extremely limited capacity of the emerging regions to identify, prioritize and plan their public service delivery requirements, vis-à-vis the relatively better prepared larger regions, which are best positioned to initially tap into and benefit from PSCAP-funded activities.

1.6   From UNCDF's perspective, each one of these elements is a feature of UNCDF piloting work in Amhara region. They are also central to UNCDF's wider international technical armoury. Clearly therefore, UNCDF and UNDP can support government to achieve the District Level Decentralisation component of PASDEP.

Gender and Development

1.7   Unleashing the potential of Ethiopian women who constitute about half of the population is central to the PASDEP strategy. This involves liberating women from low-productivity tasks, and increasing their participation in the work force and social and political processes of the country. Measures to achieve this include the major push to increase girl's and women's education, to improve access to water supply and sanitation, to focus on services related to mothers and women's health, and to adapt agricultural programs and technical and vocational training to the needs of women, all of which are largely covered in the sectoral elements of the strategy described in the various sections of Chapter VII. In addition, safeguarding rights such as access to land, credit, and other

productive resources are central to the strategy, as is protecting women from the multiple forms of other deprivations, such as longer working days, and violence and discrimination against women, which are still widespread in the country. Measures to address these issues are also central to the PASDEP strategy.

The majority of direct interventions to improve gender outcomes are integrated in the individual sector strategies.

Specific priorities for action and interventions to achieve these outcomes during the PASDEP period include the following:

a) On enhancing women's and girls economic empowerment
- Promote women's participation in the formulation of economic policies and follow up of its implementation;
- Enhance rural women's equal access to and control over productive resources and services (land, oxen, extension, credit) in order to render them food secure and come out of the poverty trap;
- Enhance urban women's access to and control over economic resources and
- Services (land, credit, employment, training);
- Reduce women's workload; and,
- Provide special social and economic safety and security to urban and rural poor women.

1.8   From UNCDF's perspective, two things stand out. First, concerning PASDEP's gender interventions are being mainstreamed; one key feature of the gender working paper cited above is that gender should permeate all public expenditure management decisions. Gender should therefore not be shunted off to a specialist entity. This principle governs all our conceptual thinking, as a precursor to bringing gender to life in a subsequent programme document. Highlighting women's economic empowerment is singled out because apart from innovative approaches to ICT in this regard (see next section), UNCDF has a good record of tailoring micro-finance to the needs of women and their supporting groups. What is now called 'inclusive finance' has prospects for tackling some of the blockages to female economic empowerment. UNCDF and UNDP can therefore support government to achieve dimensions of its gender development ambitions in PASDEP.

Information and Communications Technology (ICT)

1.9   The Government of Ethiopia believes that exploiting information technology is central to promote growth and reduce poverty. Ethiopia has already paid the price of not taking part in the earlier global economic revolutions: the industrial revolution and the agricultural green revolution; it cannot afford to miss out this time and be left even further behind. Embracing ICT is essential to creating new jobs, new business opportunities, to modern education, and to improving the effectiveness of government administration and service delivery. Therefore, a major priority is being attached in the coming five years to 'leap-frog' forward, by building a major ICT backbone coupled with affordable local-level access to ICT…

1.10   A central part of the strategy is applying the principle of modern ICT to the delivery of services and administration of government, to improve effectiveness and reduce costs. Elements of the program include:

- **School Net** – to transform education by connecting 600+ high schools;
- **Woreda-Net** – interconnecting over 600 woreda offices and the 11 regional headquarters with high-speed broadband to greatly increase the flow and speed of information needed to administer the decentralized system (including, for example, the essential management of staffing, supplies, expenditure, and reporting.);
- **Agri-Net**, to facilitate resource sharing and communication between over 50 agricultural research centres nationwide;
- **HER Net** (Higher Education and Research Net), an educational and research network interconnecting all institutions of higher learning in Ethiopia;
- **Revenue Net** – an integrated network to assist the Federal Inland Revenue Authority and the Customs Authority in tax identification and collection; and
- **HealthNe**t, which will interconnect all, major referral hospitals and form the basis for a nationwide

telemedicine infrastructure.

1.11   From UNCDF's perspective, three points need to be highlighted. It acknowledges the UN commissioned report Unleashing Entrepreneurship, published in 2005. It highlighted the fundamental importance of not only public investment and access to business funding but also, the role of ICT to help developing countries to make a major leap in the development process. Secondly, it is aware of the role of public investment in relieving the burden of women surviving in life for themselves and for their families. Thus, immediate access to potable water can save many hours a day, which might be transferred to more productive tasks. Finally, UNCDF has an MoU with ITU in Geneva. This agreement determines that where both organisations agree on an innovative ICT-based programme, they will each fund 50% of it. The bias in its use is towards women's social and economic empowerment! A portion of government's desires for ICT can be pursued officially, in the context of the UNCDF/ITU MoU.

The problem

1.12   Collectively, the emerging regions share six characteristics.

1. They have an Incredibly poor level of infrastructure and services;

2. They are prone to border conflicts with Sudan, Somalia and Eritrea and internal (clan) conflicts;

3. They are strongly traditional in social practices, predominantly rural, with a mobile population, dominated by pastoral and agriculture as the basic means of livelihood;

4. Women suffer extensively from traditional marriage practices (teenage marriage) and a major lack of education;

5. The local government system is impoverished in terms of capacity to deliver basic infrastructure and services; and

6. The regional government lacks capacity to support the local government system to be able to perform.

1.13   These issues suggest a core problem to be solved. While specific interventions exist within the country, regionally and at woreda and kebele levels, *there appears to be limited/inadequate initiatives vis-à-vis the existing regional needs that attempts to bind these levels together in a vertically integrated and performing whole.* 'Vertical integration' means a consistent application of government policy on decentralisation *and* a "bottom-up" approach to planning and budgeting that helps achieve national and regional development imperatives. A 'performing whole' means that all three levels of government are supported to allow for targeted infrastructure and services to be achieved, to fulfill equitable notions of development, economically, efficiently and effectively. In short:

1. There appears to inconsistency in converting current decentralisation policy and legislation into a local government that actually achieves development.

2. The recognition of the importance of a viable local government system (regions; woredas; kebeles) as a key to sustainable local development seems not to be given as much emphasis as perhaps it should, particularly in the emerging regions.

3. The good work that *is* being done at community level has little potential of becoming self-sustaining let alone becoming replicable, without external aid (e.g. the Indian Barefoot College supported village solar electrification component of the current UNDP Emerging Regions Programme).

Given that the notion of vertical integration – both 'top-down' and 'bottom-up' – is an institutional dynamic that needs to be achieved, government is also placing considerable emphasis on basic capacity to be able to perform in the first place. Some argue therefore that in order to achieve a dynamic, vertically integrated system, *its demands for capacity should be the first intervention*. The problem to be solved, at the highest level of definition, can therefore be presented in Table 1.1.

Table 1.1 – **Emerging Regions – problem definition**

	Narrative	*Indicator*	*MoV*	*Assumptions for possible interventions*
Main problem	Extreme poverty.	PASDEP data	Annual HDR report.	An ability to build the basics of a stable state at the local level
Sub-problem	Serious lack of capacity to implement the decentralisation programme	A lack of expertise to convert policy into local development practice	Council annual report, plan and budget.	Sufficient capacity built to yield the required performance to intervene creatively in the two main causes
Main cause 1.	Absence of clear and detailed Regulations as an interpretation of national policy and law on decentralisation, to implement the assigned functions at Woreda and Kebele levels	Gaps in the legal and regulatory framework	Approved statutory instruments	Commitment to drafting such instruments to give clarity to functional assignments
Main cause 2.	Inappropriate structures and processes to deliver the most rudimentary infrastructure and services	HR, organizational, accommodation, systems and equipment frailties	Official inventories and HR records	A willingness by government to intervene both strategically and operationally to strengthen LG
Main cause 3.	Absence of the most basic infrastructure and services in the four regions to support socio-economic development.	The lack of basic infrastructure and services according to PASDEP	Testing minimum standards for provision against what exists.	Current commitments to new planning, budgeting, implementation and review systems, honoured

If the problem is properly defined, it captures the essence of the required strategy.

2.   STRATEGY

2.1   The strategy is the conversion of the problem into the hierarchy of interventions that are verifiable in M&E systems. Thus, within the high level problem defined (Table 1.1 above) the resulting logic will flow as follows – see Table 2.1 (overleaf)

Output 1.   *New regulatory provisions*, to remove the obstructions to a smooth operational environment for decentralization in practice, at region, woreda and kebele levels.

Indicative activities include:

1. Review current legislation in relation to functional assignments
2. Identify the shortfall in guidance currently existing
3. Agree the scope of new regulations required
4. Prepare new regulations, as required
5. Keep the need for new or updated regulations under annual review

Output 2:   *Policy reviews*, as a way of influencing policy assessments and as a platform for replicating the successful practice achieved, particularly in local development funding mechanisms and innovations in LED and its supporting financing models.

Indicative activities include:

1. Contribute to the national debate on decentralisation policy and decisions on strategy
2. Annual update of the planning, budgeting, implementation and review systems and supporting manuals.
3. Annual review of PEM in relation to government's commitment to performance budgeting.
4. Annual review of gender development from equitable investment and empowerment perspectives.
5. Annual policy assessment review, towards formal national policy and potential replication recommendations, incorporating a mid-term evaluation in year 3.
6. First half of 5th year external evaluation, concerning programme impact, socio-economically and institutionally, to include recommendations for the future.

Table 2.1 – **From problem definition to strategy components**

	Problem definition		*Strategy components*
Main problem	Extreme poverty.	Goal	*Achieve the MDGs* through increased access to infrastructure and services
Sub-problem	Serious lack of capacity to implement the decentralisation programme	Objective	*Build institutional capacity* in the Emerging Regions to allow their local governments to ensure the delivery of infrastructure and services according to national minimum standards
Main cause 1.	Absence of clear and detailed Regulations as an interpretation of national policy and law on decentralisation, to implement the assigned functions at Woreda and Kebele levels	Output 1	*New regulatory provisions*, to remove the obstructions to a smooth operational environment for decentralization in practice, at region, woreda and kebele levels.
		Output 2	*Policy reviews*, as a way of influencing policy assessments and as a platform for replicating the successful practice achieved, particularly in local development funding mechanisms and innovations in LED and its supporting financing models.
Main cause 2.	Inappropriate structures and processes to deliver the most rudimentary infrastructure and services	Output 3	*Local government capacity building* at bureau (regional) and woreda (district) levels, focusing on the processes and supporting structures to ensure the smooth resource flows into and resulting infrastructure and services from, local government.
Main cause 3.	Absence of the most basic infrastructure and services in the four regions to support socio-economic development.	Output 4	*Local development funding* at woreda and kebele level, in the context of local government planning and budgeting, to ensure success in the planning, implementation and review of local initiatives, as a contribution to the public expenditure management (PEM) cycle.
		Output 5	*Local economic development* (LED) from both the public investment and inclusive financing perspectives, as an innovative local development model.

Output 3:   *Local government capacity building* at bureau (regional) and woreda (district) levels, focusing on the processes and supporting structures to ensure the smooth resource flows into and resulting infrastructure and services from, local government.

Indicative activities include:

1. Conduct a rapid capacity assessment of the institutions of local government in the four Emerging Regions.
2. Plan a set of 'short-term urgent ' interventions to arrest the decline in current arrangements.

3. Plan a 'medium-term strategic' intervention strategy that focuses on (a) organizational structures, staff deployment and training needs, and (b) planning, budgeting, administration and supporting management information systems.
4. Review and recommend on transport and equipment needs to modernize both levels of local government.
5. Assess the scope for ICT initiatives to support government needs in remote locations.
6. Conduct an annual assessment of capacity using UNCDF organizational assessment frameworks.

Output 4. *Local development funding* at woreda and kebele level, in the context of local government planning and budgeting, to ensure success in the planning, implementation and review of local initiatives, as a contribution to the public expenditure management (PEM) cycle.

Indicative activities include:

1. Develop and implement an equitable approach to development planning, using the MDG and gender filters as criteria for establishing development priorities for organizationally specific strategies and budgets.
2. Develop and implement an economical, efficient and effective approach to each council's strategy and budget, using the MDG and gender filters as criteria for establishing development priorities for organizationally specific strategies and budgets.
3. Establish a local development fund (LDF) to supplement both councils' expenditure earmarked for basic infrastructure and services to support local development.
4. Increase councils' local revenues.
5. Build the capacity of local councillors in council, through annually increased participation in the annual planning, implementation and review cycle.
6. Build the capacity of community groups through annually increased participation in the annual planning, implementation and review cycle.

Output 5: *Local economic development* (LED) from both the public investment and inclusive financing perspectives, as an innovative local development model.

Indicative activities include:

1. Prepare a local economic development (LED) analysis to establish the areas of possible intervention from both public infrastructure and service provision and inclusive financial service to increase LED.
2. Subject to a positive outcome to 1.1, secure technical support from UNCDF's inclusive financial services initiative, concerning enterprise development and associated funding.
3. Formalise an annual programme of targeted agricultural extension services, to achieve increase yields in production.
4. Assess the scope for ICT initiatives for women's groups to support functional literacy, market information and economic empowerment.
5. Analyse the role of women in the process of LED

2.2   A simple matrix can illustrate how these components (outputs) can help achieve those three areas of PASDEP identified in Part 1 above.

PSDAP dimension Programme components	District Level Decentralization	Gender and development	Information and Communications Technology
1. New regulations	*Giving practical guidance to perform decentralized functions.*	*Opportunity to embed gender equitable local development in the regulatory framework.*	*The opportunity to formalize an approach in e-governance and local development.*
2. Policy reviews	*Lessons learnt for policy impact and replication.*	*Lessons learnt for policy impact and replication.*	*Lessons learnt for policy impact and replication.*
3. Local government capacity building	*The first step in practical decentralisation; building and making the local systems work.*	*Awareness and empowerment, politically.*	*A daunting but worthwhile challenge in capacity building.*
4. Local development funding	*Ensuring Kebeles' development as the practical outcome of decentralization.*	*Awareness and empowerment, in the project cycle.*	*An essential tool in e– governance initiatives, including the project cycle.*
5. Local economic development	*Giving decentralisation an economic development perspective.*	*Awareness and empowerment, economically.*	*An increasing model, applied to women's economic activity.*

2.3   The outcome of the strategy is the results and resources framework (RRF); Part 3, overleaf. It is presented in Part 3. The title page includes the programme's relationship with the country programme. It also summarises the cost of each output, in total and annually. Each output is then presented separately, in terms of targets, indicative activities, their donors, their total and annual costs.

3.   RESULTS AND RESOURCES FRAMEWORK

3.1   UNCDF advocates an integrated template to satisfy (a) the results and resources framework, (b) the annual work plan budget sheets, and (c) the M&E framework. It also argues in favour of presenting the programme from the output level upwards as one summary sheet. This is then followed by each output's details. The AWP is prepared at the start of the mission. All targets below are annual, unless specified otherwise (e.g. 5th year external evaluation).

INTEGRATED PROGRAMME TEMPLATE (i.e. project planning, budgeting and monitoring)

Intended Outcome as stated in the Country Programme Results and Resource Framework Outcome 4. Decentralisation of power, significantly enhanced and the civil service reform implemented, resulting in resulting in more effective response to community -driven needs and better and more equitable access to quality public services and utilities, in particular, by the vulnerable, poor and marginalized. Outcome 5. Transparent, accountable and democratic governance advanced at national and local level.							
Outcome indicators as stated in the Country Programme Results and Resources Framework NONE							
Applicable MYFF Service Line:							
Partnership Strategy:							
Programme title and ID (ATLAS Award ID): Emerging Regions Development Programme – Award ID							
Programme summary:	*Budget entries in Italic are uncommitted totals*	Total budget $	2007	2008	2009	2010	2011
Goal	*Achieve the MDGs* through increased access to infrastructure and services						
Objective	*Build institutional capacity* in the Emerging Regions to allow their local governments to ensure the delivery of infrastructure and services according to national minimum standards	13,420,000	1.344,000	2,964,000	2,999,000	2,999,000	3,114,000
Output 1	*New regulatory provisions*, to remove the obstructions to a smooth operational environment for decentralization in practice, at region, woreda and kebele levels.	800,000	400,000	*100,000*	*100,000*	*100,000*	*100,000*
Output 2	*Policy reviews*, as a way of influencing policy assessments and as a platform for replicating the successful practice achieved, particularly in local development funding mechanisms and innovations in LED and its supporting financing models.	*400,000* 420,000	*0* 84,000	*80,000* 84,000	*80,000* 84,000	*80,000* 84,000	*160,000* 84,000
Output 3	*Local government capacity building* at bureau (regional) and woreda (district) levels, focusing on the processes and supporting structures to ensure the smooth resource flows into and resulting infrastructure and services from, local government.	2,000,000	400,000	365,000	*400,000*	*400,000*	*435,000*
Output 4	*Local development funding* at woreda and kebele level, in the context of local government planning and budgeting, to ensure success in the planning, implementation and review of local initiatives, as a contribution to the public expenditure management (PEM) cycle.	2,000,000 *6,000,000*	260,000 *0*	935,000 *1,000,000*	935,000 *1,000,000*	0 *2,000,000*	0 *2,000,000*
Output 5	*Local economic development* (LED) from both the public investment and inclusive financing perspectives, as an innovative local development model.	*1,800,000*	200,000[1]	*400,000*	*400,000*	*400,000*	*400,000*

Each programme output relates to ONE CPAP output, namely:

4.1 Community-demand driven planning and public expenditure management capacity strengthened in the four Emerging Regions

The detailed targets and indicative activities for each of the five output are presented below.

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[1] "Strenghtening local capacity for the achievement of the MDGs" supported programme UNDP (TRAC 2)

Programme outputs	Target and indicator(s)	Indicative Activities	Donor	Budget US$	2007	2008	2009	2010	2011
1. *New regulatory provisions*, to remove the obstructions to a smooth operational environment for decentralization in practice, at region, woreda and kebele levels.	*Target:* Prepare local regulations to interpret and guide the functional assignments decentralized to all levels of local government. *Indicator(s)* 1. Gaps in regulatory guidance fully identified 2. Regulations prepared and approved, accordingly..	1.1 Review current legislation in relation to functional assignments 1.2 Identify the shortfall in guidance currently existing 1.3 Agree the scope of new regulations required 1.4 Prepare new regulations, as required 1.5 Keep the need for new or updated regulations under annual review	UNDP	800,000	400,000	100,000	100,000	100,000	100,000

Programme outputs	Target and indicator(s)	Indicative Activities	Donor	Budget US$	2007	2008	2009	2010	2011
2. *Policy reviews*, as a way of influencing policy assessments and as a platform for replicating the successful practice achieved, particularly in local development funding mechanisms and innovations in LED and its supporting financing models.	*Target:* Generate policy experience worthy of being replicated, adopted into federal policy and consolidated in subsequent policy declarations, statutes and regulations *Indicator(s)* 1. Policy experiments accepted for wider adoption and incorporation into law. 2. Techniques recognized for adoption and replication through technical manuals.	2.1 Contribute to the national debate on decentralisation policy and decisions on strategy. . 2.2 Annual update of the planning, budgeting, implementation and review systems and supporting manuals. 2.3 Annual review of PEM in relation to government's commitment to performance budgeting. 2.4 Annual review of gender development from equitable investment and empowerment perspectives. 2.5 Annual policy assessment review, towards formal national policy and potential replication recommendations, incorporating a mid-term evaluation in year 3. 2.6 First half of 5th year external evaluation, concerning programme impact, socio-economically and institutionally, to include recommendations for the future.	UNDP GoE	400,000 420,000	0 84,000	80,000 84,000	80,000 84,000	80,000 84,000	160,000 84,000

Programme outputs	Target and indicator(s)	Indicative Activities	Donor	Budget US$	2007	2008	2009	2010	2011
3. *Local government capacity building* at bureau (regional) and woreda (district) levels, focusing on the processes and supporting structures to ensure the smooth resource flows into and resulting infrastructure and services from, local government.	*Target:* all selected councils have full capacity to be able to deliver infrastructure and services. *Indicator(s)* 1. Staff numbers established. 2. Staff in post. 3. Staff fully trained. 4. Staff fully equipped with buildings, materials, equipment and transport. 5. Systems, procedures and supporting manuals in place. 6. Productivity measured in terms of agreed annual deliverables.	3.1 Conduct a rapid capacity assessment of the institutions of local government in the four Emerging Regions. 3.2 Plan a set of 'short-term urgent' interventions to arrest the decline in current arrangements. 3.3 Plan a 'medium-term strategic' intervention strategy that focuses on (a) organizational structures, staff deployment and training needs, and (b) planning, budgeting, administration and supporting management information systems. 3.4 Review and recommend on accommodation, transport and equipment needs to modernize both levels of local government. 3.5 Assess the scope for ICT initiatives to support government needs in remote locations. 3.6 Conduct an annual assessment of capacity using UNCDF organizational assessment frameworks. 3.7 Recruit and retain four gender development and participation experts – one to support each regional project co-ordinator.	UNDP	2,000,000	400,000	365,000	400,000	400,000	435,000

Programme outputs	Target and indicator(s)	Indicative Activities	Donor	Budget US$	2007	2008	2009	2010	2011
4. *Local development funding* at woreda and kebele level, in the context of local government planning and budgeting, to ensure success in the planning, implementation and review of local initiatives, as a contribution to the public expenditure management (PEM) cycle.	*Target:* all selected councils have a full planning, budgeting, implementation and review process, supported by accountable infrastructure and service delivery processes, all conducted through gender-equitable local development principles. *Indicator(s)* 1. Current development plan. 2. Current strategy and budget. 3. Full financial management system, including regular financial reporting. 4. Ability to deliver as planned. 5. Ensuring community involvement in the annual review, implementation and plan cycle. 6. The entire process enshrined in democratic local government.	4.1 Develop and implement an equitable approach to development planning, using the MDG and gender filters as criteria for establishing development priorities for organizationally specific strategies and budgets. 4.2 Develop and implement an economical, efficient and effective approach to each council's strategy and budget, using the MDG and gender filters as criteria for establishing development priorities for organizationally specific strategies and budgets. 4.3 Establish a local development fund (LDF) to supplement both councils' expenditure to support local development. Increase councils' local revenues. 4.4 Build the capacity of local councillors in council, through annually increased participation in the annual planning, implementation and review cycle. 4.5 Build the capacity of community groups through annually increased participation in the annual planning, implementation and review cycle.	UNCDF Bi-lateral partner	2,000,000 6,000,000	260,000 0	935,000 1,000,000	935,000 1,000,000	0 2,000,000	0 2,000,000

Programme outputs	Target and indicator(s)	Indicative Activities	Donor	Budget US$	2007	2008	2009	2010	2011
5. *Local economic development* (LED) from both the public investment and inclusive financing perspectives, as an innovative local development model, to include, for example, new approaches to inclusive financing for shelter development.	*Target:* Each region prepares, implements and reviews a local economic development strategy, all through gender equitable local development principles. *Indicator(s)* 1. Current LED plan. 2. Availability of funding for inclusive financing initiatives. 3. Number of new enterprises funded. 4. Increase of access to financial services 5. Increase in local income levels brought about by LED initiatives. 6. Particular impact on women's empowerment.	5.1 Prepare a local economic development (LED) analysis to establish the areas of possible intervention from both public infrastructure and service provision and inclusive financial services to increase LED. 5.2 Implement agreed initiatives to generate LED. 5.3 Analyse the role of women in the process of LED. 5.4 Assess the scope for ICT initiatives for women's groups to support functional literacy, market information and economic empowerment. 5.5 Analyze the existing supply of financial services (FSPs and products)	UNDP; UNCDF; ITU	1,800,000	*200,000[2]*	400,000	400,000	400,000	400,000

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[2] "Strenghtening local capacity for the achievement of the MDGs" supported programme UNDP (TRAC 2)

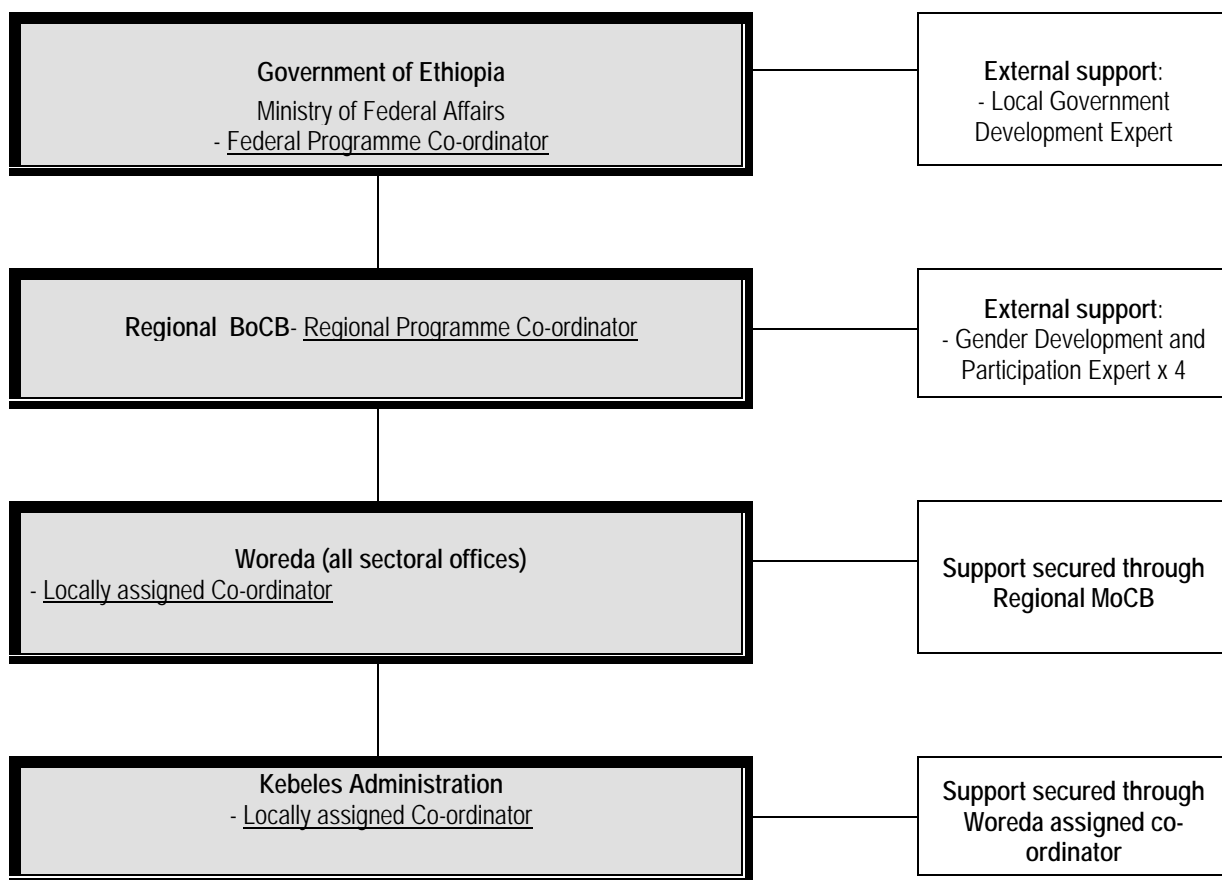## 4.   MANAGEMENT AND FINANCIAL ARRANGEMENTS

Management arrangements

The implementing partner will be the Ministry of Federal Affairs (MoFA); the ministry responsible for the Emerging Regions. MoFA is the coordinating agency. It provides overall coordination and facilitates relations with regional offices and other government agencies. Consolidates regional WPs; financial and progress reports.

At the federal level, a national Federal Programme Coordinator will be recruited to manage the overall programme. He/she will be supported by a Local Government Development Advisor, recruited to provide technical consistency to the decentralization, local development, and monitoring and evaluation dimensions of the programme (see ToRs in Annex 1 & 2) .

At the regional level, the coordination will be through the Bureau of Capacity Building (BoCB) . The four region's BoCDs will each provide a Regional Programme Co-ordinator (see NEX -ToRs for National Programme Coordinators). Four nationally recruited Gender Development and Participation Experts will be assigned; i.e. one to each region (see ToRs in Annex 4).

At Woreda and Kebele level,focal points or co-ordinators will be locally assigned to manage and implement the programme activities.

The programme management arrangements can be illustrated as follows:

Government of Ethiopia Ministry of Federal Affairs - Federal Programme Co-ordinator	External support: - Local Government Development Expert
Regional BoCB- Regional Programme Co-ordinator	External support: - Gender Development and Participation Expert x 4
Woreda (all sectoral offices) - Locally assigned Co-ordinator	Support secured through Regional MoCB
Kebeles Administration - Locally assigned Co-ordinator	Support secured through Woreda assigned co-ordinator

In short, the programme will be driven by government, with focused technical support. The UNDP/UNCDF local programme officer will be the interface concerning financial management and general monitoring in accordance with the annual work plan (AWP).

Coordination modalities
The programme will be coordinated through the establishment of the following committees:

a) Programme Steering Committee.
Chaired by MoFA (NPC), it comprises UNDP/UNCDF representatives; regional PC, programmes' experts and representatives of BoCB and BoFED. Meets on a bi-annual basis to review progress towards implementation of WPs and outputs; and approve major changes in programme activities.
b) Regional Project Steering Committees.
Chaired by BoCB, it comprises recipient BoFED and relevant bureau representatives, target woredas. Meets every quarter to review progress towards implementation of WPs and outputs.
c) Woreda Project Steering Committees.
Chaired by woreda vice or administrator, comprises representatives of relevant woreda offices. As per woreda council procedures and system, it approves all plans and budget before implementation. It applies also to Kebeles. *Financial arrangements*
The estimated overall value of the joint UNCDF-UNDP programme is USD 13,,342,000 for five years (for budget details see par. 3, p. 13). UNCDF committed funds to the programme are USD 4m.
The funds will be directly channeled respectively to MoFA and Regional BoFEDs according to AWP signed by MoFED. Funds will be disbursed quarterly, on the basis of the submitted WPs. To this end the national implementing agencies (MoFA and HoF) will respectively produce quarterly progress and financial reports according to standard UNDP procedures and *FACE*-format and/or as required by UNCDF Country Office.
Funds will be allocated to implementing partners (MoFa and Regions) as per the following agreed formula: 10% to Federal level (MoFA); remaining 90% divided as follows: (max) 20% to the Region and remainig 80% shared between woredas and kebeles (according to the following ration: I year: 50:50; II year 45:55; III year 40:60; IV&V year 35:65).
Regional and woredas allocation will be calculated according to the governmental fiscal decentralization formula.

5. POTENTIAL RISKS AND MITIGATION

Sustainability of Investments largely depends on i) provision of recurrent costs (salaries); ii) reliable operation and maintenance (O&M); iii) capacity of local revenue collection. Each woreda recipient would be required to provide a commitment to the recurrent and O&M cost of new capital infrastructure and will be technically assisted in enhancing local revenue collections and developing local economic activities. In subsequent years fulfillment of that commitment would be verified through their budgets and by period physical checks.
Moreover, the forth-coming National LIG-Local Investment Programme supported by the WB, should provide additional Capital Grants to woredas in the future (currently piloted for the coming 2 years in Amhara , Oromya, SNNRP and Tigray once tested it will be implemented in the remaining "emerging" regions).

Local capacity to design, implement and manage investment projects could be too weak. Such a risk could jeopardize achievement of the very purpose of decentralisation, at the core of the rational of the programme. To mitigate this risk the Capital Investment Grants would be closely linked to capacity building effort of existing programmes (such as PSCAP/DLDP and PBS); capacity building programmes needs to be designed around an analysis of different types of constraints currently affecting the performance of local governance. Moreover, UNV deployment; short-term and focused intensive training could help to minimise the risk of high staff-turn over.

Lack of basic infrastructure including banking and transportation and inaccessibility of programme woredas in general could potentially challenge the programme implementation affecting negatively leadership, communication, coordination, supplies and procurement and monitoring and accountability. There is a need to

ease decision-making and communication systems with simplified, decentralized but accountability ensuring mechanisms. Standard formats and financial procedures should be replaced with simple procedures and guidelines.

Local Election Timetable. Local District/Woreda elections are likely to take place November 2007/January 2008, and could slow the implementation of the activities at the Regional level.

The conflict in Somalia may make access to the Somali region of Ethiopia difficult, however, will further accentuate the need for a conflict transformation programme.

Financial Resource Mobilization:
-The scope of the programme might require financial support from other donors beyond UNDP and UNCDF committed funds (as outlined in the Results & Resources Framework herewith attached). Financial gaps between the required funds or delay in receiving external resources could hinder the coherence and effectiveness of the programme.
-While the government has committed its financial and staff resources, constraints in these areas may nevertheless risk delaying the completion of the programme in time.

6.   MONITORING AND EVALUATION

6.1   M&E will be through government systems. It shall be seen as a counterpart to LG development *plans*, *strategies* and *budgets*. All councils must be able to report on all three, both in terms of intentions and results. The results – the impact of *all* councils' spending (from local sources, government transfers and donors) – must be understood and made known to all. Here, it is the local system of planning and evaluation, and the information systems to support that understanding, that must be harnessed. If needed, MOFA's LGD supported by MOFA's Experts will assist Regions and Woredas to design a tailored M&E system and training for Regional, woreda and kebele staff.

6.2   The second M&E system is that concerning UNCDF expenditure. Here, the requirement is to report corporately, on the deployment and application of UNCDF (including partner funds, channeled through the UNCDF business unit). The system is already developed. The software must simply be transferred to PT and for full training to be provided.

6.3   In addition to the twin M&E responsibilities of the programme staff, the country office team (COT) is required to manage all financial reporting responsibilities, including the classification of results, within the Atlas system. The crucial point here is to ensure that the financial data that is entered (and returned) in Atlas, be the same as that entered in MIS (from manual reporting systems at the local level). UNCDF MIS software now has a complete technical interface with Atlas.

6.4   For all three systems (and apart from "real-time" data available in Atlas), routine reporting will be done quarterly. Mid-year physical and financial monitoring statements will be produced, to identify serious variances in expenditure and the need for adjustments to the year's delivery intentions. The annual review will include the ERDP programme inputs for the UNCDF results-oriented annual report (ROAR). Reports generated will be validated locally by the relevant stakeholders before they are sent to UNCDF H/Q.

7.   LEGAL CONTEXT

7.1   This programme document shall be the instrument referred to as such in article 1 of the Standard Basic assistance Agreement between the Government of Ethiopia and the United Nations Development Programme. The host country-implementing agency shall for the purpose of the SBAA refer to the Government cooperating agency described in that document.

1. The following types of revisions may be made to this programme document with the signatures of the UNDP Resident Representative only, provided he is assured that the other signatories of the document have no objections to the proposed changes: Revisions in, or additions to, any annexes of the programme document;
2. Revisions which do not involve significant changes in the immediate objectives, outputs or activities of the programme, but are necessitated by rearrangement of inputs already agreed, or by cost increase due to inflation.
3. Mandatory annual revision, which re-phase the delivery of agreed programme inputs or expert or other costs due to inflation or take into account expenditure flexibility.

8.   BUDGET SUMMARY

8.1   The total planned budget is $**13.42m** over 5 years. UNCDF is committing $4m over that period. UNDP is committing $1.37m over 15 months; the remaining $2.63 is an uncommitted planning figure. Another $4m is an uncommitted target figure from bilateral partners. A planning figure of $0.2 is entered for ITU. Government is offering an in-kind contribution of 10% of the net total, so $1.22m. The output-based or performance budget is detailed in Part 3 above; the results and resources framework (RRF).

Source	US$m
UNCDF	2.00
UNDP#	4,00
Other donors*	4.00
ITU**	0.20
Sub-total	**12.20**
Government (in kind) 10%	1.22
Grand total	**13.42**
# Uncommitted at this point	*2.63*
* To be mobilized at this point	*6.00*
** Uncommitted at this point	*0.20*

End of main text

Annexes:

1- Federal Programme Coordinator – job description

2- Local Government Development Advisor – job description

3- Regional Project Coordinator –job description

4- Regional Gender Development and Participation Expert – job description

EMERGING REGIONS DEVELOPMENT PROGRAMME (ERDP)

Post: National Federal Programme Coordinator (FPC)
Salary   -
Location: Ministry of Federal Affairs (Planning Department)
Local Technical Supervision: MoFA- Planning Department Head
UNDP supervision   Head of governnance
UNCDF HQ Supervision: Assigned senior technical adviser
UNCDF local liaison;   Programme Officer, UNCDF/UNDP
Supervising/Coordinating: Regional Programme Coordinators; MOFA M&E Expert

Main purpose

Supported by the Local Government Advisor, the NFPC is responsible for the overall management and coordination of the approved Emerging Regions Development Programme (ERDP). He/she is accountable to MoFA and UNDP/UNCDF in the utilization of the resources and production of outputs and achievement of programme objectives/targets.

Key tasks:

1. Planning and managing the overall programme in conformity to Programme Document and Policy and Regulations of the Government and Donor;
2. Undertaking monitoring and evaluation according to PSD/programme document, UNDP/UNCDF requirements;
3. Planning and undertake monitoring visits and produce reports to be shared with MoFA and UNDP/UNCDF;
4. Certifying request of advance of funds, request for direct payments and quarterly financial reports (regional and federal);
5. Revise and consolidate the first year's UNCDF-UNDP annual work plan (AWP), then prepare and revise each subsequent year's AWP, in consultation with MoFA LGD Advisor , Regional Coordinators and the Gender Development and Participation (GDP) experts;
6. Ensuring preparation of WPs and budget revisions and re-phrasings in consultation with Regional implementing agencies;
7. Ensuring that quarterly technical progress and financial reports are received from regional implementing agencies, reviewed, consolidated, analysed and submitted to MoFED and UNDP/UNCDF. Quarterly financial report should be submitted to UNDP Country office no later that 15-days after the end of the quarter.
8. Supported by LG Advisor, reviewing and clearing ToRs of consultants/experts and identifying suitable consultants/experts and support staff;
9. Examining invoices and certifying them for payment, ensuring that the final product is delivered and satisfactory;

10. Supervising and authorizing procurement of goods and services, ensuring that all procurement are made in line with PSD/Programme document and UNDP/UNCDF regulations;
11. Prepare annual programme report and submitting to the Programme Review Committee;
12. Ensure the accuracy and reliability of programme accounting and financial information;
13. Ensure the preparation/availability of a detailed inventory of all non-expendable equipment financed by UNCDF/UNDP and forwarding a certified inventory to UNDP/UNCDF Country office annually. Providing the UNDP/UNCDF, at its request, with information regarding the use, storage and maintenance of such equipment & supply;
14. Ensuring that the use of equipment and supplies procured with UNDP/UNCDF funds is strictly for purposes of the programme, as agreed with UNDP/UNCDF, and must see to its proper maintenance;
15. Preparing reviewing Terminal Reports;
16. Ensuring that completed projects are closed in accordance with existing procedures for each component;
17. Monitoring performance of administrative support personnel;
18. Liaise with the assigned Programme Officer in UNCDF/UNDP Ethiopia on all matters concerning the financial management of the programme.

Minimum qualifications and experience
- Master's degree in a social science or related subject, illustrating some knowledge of the technical role to be performed.
- Ten years of professional experience in project management, preferably of decentralization projects.

Desirable additional knowledge and experience

- Advanced knowledge of public expenditure management systems.

Deliverables
Timely and effective implementation and delivery of the programme, in accordance to the programmes's AWP.

EMERGING REGIONS DEVELOPMENT PROGRAMME (ERDP)

Post:	**National Local Government Development Advisor (LGD Advisor)**
Salary	
Location:	Ministry of Federal Affairs (Planning Department)
Local Technical Supervision:	MoFA- Planning Department Head
UNDP supervision	Head of governnance
UNCDF HQ Supervision:	Assigned senior technical adviser
UNCDF local liaison;	Programme Officer, UNCDF/UNDP
Technically assisting:	MoFA Programme Coordinator; Regional Project Coordinators and Development & Participation Experts

Main purpose

To lead the UNCDF/UNDP contribution the Government of Ethiopia's statutory commitments to decentralization by technically supporting the implementation of the UNCDF, UNDP and Ministry of Local Government approved Emerging Regions Development Programme (ERDP).

Key tasks:

1. Ensure the widest knowledge and acceptance of ERDP in the 4 Emerging Regions.
2. Transfer skills to the identified counterpart(s), including MoFA and 4 recipient Regions.
3. Support MoFA, and in particular MoFA's programme coordinator, to review and update and strengthen Regional development plans, taking account of all possible capital funding, including that from UNCDF.
4. In coordination with MoFA's Programme Coordinator, support the introduction of "bottom-up" and "output-based" planning and budgeting in the Regions, in relation to government's commitment to a plan-based, integrated public expenditure management system.
5. Support the Emerging Regions to fulfill local participation obligations as a basis for identifying local projects to be funded by UNCDF/UNDP, within the declared budget ceiling for the year.
6. Provide additional support as requested by each Region, concerning potential projects to be funded from other sources.
7. From both 4 to 6, ensure any project proposal's general conformity with both the local development plan for the specific council and by inference, national policy and supporting guidelines.
8. Within six months from commencement of duties and after full consultation at local and national levels, establish a regional and woredas capacity building demand that can be a soft condition for the following year's capital funding allocation(s).

9. Technically support MoFA's Programme Coordinator to revise the first year's UNCDF/UNDP annual work plan (AWP), then prepare and revise each subsequent year's AWP, in consultation with regional project coordinators and gender development and participation (GD&P) expert.
10. Implement, review and provide policy opinions on all local economic development pursued through this project.
11. Implement, review and provide policy opinions on all local government strengthening pursued through this programme.
12. Contribute to national and regional policy forums as requested, initiated, and required by the programme document.
13. Supervise and provide technical guidance to the Regional PC and GDP experts.
14. Liaise with the assigned Programme Officer in UNCDF/UNDP Ethiopia on all matters concerning the financial management of the programme.
15. Perform any other duties, reasonably expected.

Minimum qualifications and experience
- Master's degree in a social science or related subject, illustrating some knowledge of the technical role to be performed.
- Ten years of professional experience in any or all of government reform, local economic development and development planning, with at least four years in explicit 'reforming" work.

Desirable additional knowledge and experience

Advanced knowledge of local economic or business development.

EMERGING REGIONS DEVELOPMENT PROGRAMME (ERDP)

Post:	**National Regional Project Coordinator (RPC)**
Salary	
Location:	Regional BoCB-Bureau of Capacity Building
Local Technical Supervision:	BoCB
UNDP supervision	Head of governnance
UNCDF HQ Supervision:	Assigned senior technical adviser
UNCDF local liaison;	Programme Officer, UNCDF/UNDP
Supervising/Coordinating:	Woreda Project Focal Points; Regional Gender Development and Participation Expert

Main purpose

Supported by the Local Government Advisor, the NFPC is responsible for the overall management and coordination of the approved Emerging Regions Development Programme (ERDP). He/she is accountable to MoFA and UNDP/UNCDF in the utilization of the resources and production of outputs and achievement of programme objectives/targets.

Key tasks:

1. Planning and managing the overall programme in conformity to Programme Document and Policy and Regulations of the Government and Donor;
2. Undertaking monitoring and evaluation according to PSD/programme document, UNDP/UNCDF requirements;
3. Planning and undertake monitoring visits and produce reports to be shared with MoFA and UNDP/UNCDF;
4. Certifying request of advance of funds, request for direct payments and quarterly financial reports (regional and federal);
5. Revise and consolidate the first year's UNCDF-UNDP annual work plan (AWP), then prepare and revise each subsequent year's AWP, supported by the gender development and participation (GD&P) expert;
6. Ensuring preparation of WPs and budget revisions and re-phrasings in consultation with recipient woredas;
7. Ensuring that quarterly technical progress and financial reports are received from implementing woredas, are reviewed, consolidated, analysed and submitted to MoFA, MoFED and UNDP/UNCDF. Quarterly financial report should be submitted to UNDP Country office no later that 15-days after the end of the quarter.
8. Supported by GDP Advisor, reviewing and clearing ToRs of consultants/experts and identifying suitable consultants/experts and support staff;
9. Examining invoices and certifying them for payment, ensuring that the final product is delivered and satisfactory;

10. Supervising and authorizing procurement of goods and services, ensuring that all procurement are made in line with PSD/Programme document and UNDP/UNCDF regulations;
11. Prepare annual programme programme report and submitting to the Programme Review Committee;
12. Ensure the accuracy and reliability of programme accounting and financial information;
13. Ensure the preparation/availability of a detailed inventory of all non-expendable equipment financed by UNCDF/UNDP (at Regional and Woreda level) and forwarding a certified inventory to UNDP/UNCDF Country office annually. Providing the UNDP/UNCDF, at its request, with information regarding the use, storage and maintenance of such equipment & supply;
14. Ensuring that the use of equipment and supplies procured with UNDP/UNCDF funds is strictly for purposes of the programme, as agreed with UNDP/UNCDF, and must see to its proper maintenance;
15. Preparing reviewing Terminal Reports;
16. Ensuring that completed projects are closed in accordance with existing procedures for each component;
17. Monitoring performance of administrative support personnel;
18. Liaise with the assigned Programme Officer in UNCDF/UNDP Ethiopia on all matters concerning the financial management of the programme.

Minimum qualifications and experience

- Master's degree in a social science or related subject, illustrating some knowledge of the technical role to be performed.
- Ten years of professional experience in project management, preferably of decentralization projects.

Desirable additional knowledge and experience

- Advanced knowledge of public expenditure management systems.

Deliverables

Timely and effective implementation and delivery of the programme, in accordance to the programmes's AWP.

EMERGING REGIONS DEVELOPMENT PROGRAMME (ERDP)

Post:	**National Regional Gender Development & Participation Expert (GDP Expert)**

Salary
Location: Regional BoCB-Bureau of Capacity Building
Local Technical Supervision: BoCB Head
UNDP supervision   Head of governnance
UNCDF HQ Supervision: Assigned senior technical adviser
UNCDF local liaison;   Programme Officer, UNCDF/UNDP
Technically assisting: Regional Programme Coordinators; Woreda Focal Points

Main purpose

To provide advise to achieve gender development and local participation in planning, implementation and review, through the implementation of the UNCDF, UNDP and Ministry of Local Government approved Emerging Regions Development Programme(ERDP).

Key tasks:

1. Receive and understand the principles and practice suggested in the UNCDF working paper entitled *Gender Development: Investment Methods for Greater Equity.*
2. Transfer skills to the identified counterpart(s) in each Regional and Woreda local councils.
3. Develop the gender dimension for Regional and Woreda councils targeted by the programme, in support of their development planning and budgeting processes.
4. Support the introduction of "bottom-up" and "output-based" planning and budgeting at regional, woredas and kebele level, in relation to government's commitment to a plan-based, integrated public expenditure management system, from both gender and local participation perspectives.
5. Provide training on gender development and local participation, at kebele , woreda and regional levels.
6. Apply the "gender lens" and gender-responsive budgeting techniques to all projects funded by UNCDF/UNDP.
7. Liaise with and receive advice from all local gender development personnel.
8. Support the recipient region, woreda and kebeles in any request to strengthen or introduce the gender dimension to their work.
9. Provide additional support as requested by each or both councils, concerning any matters to which the gender development and participation expert feels able, technically.

10. Support the LGDA's contributions to national and regional policy forums as requested and initiated, as required by the programme document.
11. Perform any other duties, reasonably expected of a GD&P expert..

Minimum qualifications and experience

- Master's degree in a social science or related subject, illustrating some knowledge of the technical role to be performed.
- 5 years of professional experience in any role with at least two years of direct gender development work.

Desirable additional knowledge or experience

Experience in gender-responsive budgeting will be a distinct advantage

Deliverables

To be determined annually within the programme's AWPs.