Ethiopia
Mid-Term Evaluation

Thematic window: Culture & Development

Programme Title: Harnessing Diversity for Sustainable Development and Social Change

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Prologue

The current mid-term evaluation report is part of the efforts being implemented by the Millennium Development Goal Secretariat (MDG-F), as part of its monitoring and evaluation strategy, to promote learning and to improve the quality of the 128 joint programs in 8 development thematic windows according to the basic evaluation criteria inherent to evaluation; relevance, efficiency , effectiveness and sustainability.

The aforementioned mid-term evaluations have been carried out amidst the backdrop of an institutional context that is both rich and varied, and where several UN organizations, working hand in hand with governmental agencies and civil society, cooperate in an attempt to achieve priority development objectives at the local, regional, and national levels. Thus the mid-term evaluations have been conducted in line with the principles outlined in the Evaluation network of the Development Assistant Committee (DAC) - as well as those of the United Nations Evaluation Group (UNEG). In this respect, the evaluation process included a reference group comprising the main stakeholders involved in the joint programme, who were active participants in decisions making during all stages of the evaluation; design, implementation, dissemination and improvement phase.

The analysis contained in the mid-term evaluation focuses on the joint program at its mid-term point of implementation- approximately 18 months after it was launched. Bearing in mind the limited time period for implementation of the programs (3 years at most), the mid-term evaluations have been devised to serve as short-term evaluation exercises. This has limited the scope and depth of the evaluation in comparison to a more standard evaluation exercise that would take much longer time and resources to be conducted. Yet it is clearly focusing on the utility and use of the evaluation as a learning tool to improve the joint programs and widely disseminating lessons learnt.

This exercise is both a first opportunity to constitute an independent "snapshot" of progress made and the challenges posed by initiatives of this nature as regards the 3 objectives being pursued by the MDG-F; the change in living conditions for the various populations vis-à-vis the Millennium Development Goals, the improved quality in terms of assistance provided in line with the terms and conditions outlined by the Declaration of Paris as well as progress made regarding the reform of the United Nations system following the "Delivering as One" initiative.

As a direct result of such mid-term evaluation processes, plans aimed at improving each joint program have been drafted and as such, the recommendations contained in the report have now become specific initiatives, seeking to improve upon implementation of all joint programs evaluated, which are closely monitored by the MDG-F Secretariat.

Conscious of the individual and collective efforts deployed to successfully perform this mid-term evaluation, we would like to thank all partners involved and to dedicate this current document to all those who have contributed to the drafting of the same and who have helped it become a reality (members of the reference group, the teams comprising the governmental agencies, the joint program team, consultants, beneficiaries, local authorities, the team from the Secretariat as well as a wide range of institutions and individuals from the public and private sectors). Once again, our heartfelt thanks.

The analysis and recommendations of this evaluation report do not necessarily reflect the views of the MDG-F Secretariat.

MDG-F Secretariat

**Harnessing Diversity for Sustainable
Development and Social Change
in Ethiopia**

**Mid- term evaluation
MDG Achievement Fund
Thematic Window: Culture and Development**

Submitted
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February 6, 2012

Table of Contents

List of Acronyms and abbreviations

AA	Administrative Agent
ARCCH	Authority for Research and Conservation of Cultural Heritage
AWP	Annual Work Plan
BoCT	Bureau of Culture and Tourism
BoFED	Bureau of Finance and Economic Development
CP	Country Program
CSO	Civil Society Organizations
CHP	Cultural Heritage Programme
FBOs	Faith Based Organizations
GoE	Government of Ethiopia
GTP	Growth and Transformation Plan (2010/11-2014/15)
HDSDSC	Harnessing Diversity for Sustainable Development and Social Change
HLSC	High level steering Committee
JP	Joint Programme
LCRC	Living Cultural Resource Centers
LNWB	Leave no woman behind – MDG-F gender Programme
MDG-F	Millennium development Achievement fund
MDGs	Millennium Development Goals
MoFA	Ministry of Federal Affairs
MoCT	Ministry of Culture & Tourism
MoE	Ministry of Education
MoFED	Ministry of Finance and Economic Development
MTE	Mid term evaluation
NSC	National Steering Committee
PMC	Programme management committee
RC	UN Resident Coordinator
RCO	Resident Coordinator's office
RPC	Regional Programme coordinators
RFW	Result Framework
TOR	Term of Reference
UNDP	United Nations Development Program
UNESCO	United Nations Education, Science and Culture Organization.
UNDAF	United Nations Development Assistance Framework
JP	Joint Programme
ORC	Office of the UN Resident Coordinator
PIM	Program Implementation Manual for UN agencies assisted programs in Ethiopia

PMT	Programme Management Team
PASDEP	Plan For Accelerated and Sustainable Development to End Poverty
SNNPRS	Southern Nations, Nationalities and Peoples' Regional State
WHS	World Heritage Site

Translations

| Kebele | Sub district |
| Woreda | District |

Executive Summary

A. Design quality, relevance and coherence

1. The Programme **aims** to assist Ethiopia in harnessing its creative and cultural industries towards income generation, by creating the conditions necessary in the form of policies, a peaceful and stable environment, and empowering the producers.

2. The Programme's **objectives** were relevant but ambitious given the time and resources allocated to it. The Adama exercise did not achieve its objective of scaling down and focusing the Programme. For the most part the team continues to implement and report in line with the initial structure of five outcomes, with the exception of outcome five "enhancing cross cutting capacity at the Federal and Regional Levels" which was a key part of the Programme strategy, which has now been lost.

3. The Programme's internal **coherence,** as presented in the PRODOC, is weak. Synergies and how the Programme Outcomes strengthened each other were not identified. This report highlights linkages that would bring the Outcomes more in line with each other. **External coherence** with national priorities remains strong as culture and tourism have been identified as cross sectorial in the new Government Development Document (GTP). On the other hand, while the new 2012-2015 UNDAF mentions conflict prevention, it fails to include culture. The Programme is strategically positioned to highlight the potential of Culture and cultural heritage as a source of economic growth and towards a more equitable society (MDG1), but in order to do so, it will need to provide evidence of this link.

4. While a clear and concerted effort to ensure participation of women in training and workshops was observed, there appears to be no analysis as to the specific challenges faced by women, and no objectives have been identified, both requirements to develop a comprehensive **gender** strategy. As the first Programme of its kind in Ethiopia, the Programme is uniquely positioned to advocate and raise awareness for women in the area of culture, heritage management, and her role in mediation and conflict according to Ethiopian traditions. The Programme should strive to do so in the remaining time available, setting up best practices and objectives for others entering the sector.

5. In regards to children and HIV/Aids as **cross cutting issues** to be considered, the MTE concludes there is insufficient evidence available to warrant a focus on these areas, especially in view of the delays suffered, while the focus on youth should continue to be strengthened.

6. The MTE confirmed high level of **ownership** from the Ministry of Culture and Tourism (MOCT) at both Federal and regional level, as well as the active participation of civil society including academia, youth groups, women's groups and religious leaders. Collaboration between the MOCT and academia has taken place for the first time under the auspices of this Programme and has been received very positively. The Programme has to date been unable secure substantial engagement of other ministries envisioned in the PRODOC, such as MOFA or the MOE.

7. The Programme covers **six regions** in what is a large country with complex logistics. Each region counts with one locally recruited Regional Program Coordinator housed in the government offices, support from a financial officer from the Bureau of Finance and Economic Development (BOFED), while actual implementation is done by staff from the Bureau of Culture and Tourism, referred to as the "process owners". The Programme has been entirely integrated into the national structures further strengthening national ownership and sustainability. Although extensive geographical coverage was seen as a potential risk, in practice the team has often managed coverage beyond the 6 regions, for example, in the case of data base training, field surveys and documentation of indigenous knowledge. However, the PMT concludes that current central level staffing is not sufficient to ensure appropriate levels of supervision and technical support, in addition to implementing at Federal level, and being charged with monitoring and reporting for the entire program. The MTE recommends the inclusion of a monitoring and reporting officer at central level.

8. The Programme's contribution to **MDG** 1, to reduce poverty, will not be secured unless links between beneficiaries and the markets are established. The current implementation strategy does

not guarantee this. Contribution towards MDG 3, gender equality, can and should be strengthened as per the MTE's recommendations. The Programme's contribution to MDG 7 is tangential. Given the delays and that lack of expertise on this area, the role of the Programme should be limited to liaising with UN and Government resources to ensure that the environmental impact of cultural practices supported is taken into consideration.

9. The Programme lags significantly behind schedule. **Delays** were mostly due to i) initial time necessary to set up time the Programme; ii) internal issues in the GoE which led to a 5 month block of some of the Programme activities and; iii) delays in fund transfers from UNESCO. As of May 2011 UNESCO agreed to pilot HACT in Ethiopia, an enormous achievement for the Programme in the context of delivering as ONE, however, significant delays in disbursement have had important impact during the first two years of implementation. Given the extensive delays, and with the exception of Outcome 2, the MTE concludes it is very unlikely that the Programme's original objectives can be achieved. For this reason it recommends a significant reduction of the initial Programme objectives, with a greater focus on ensuring sufficient institutional capacity and linkage to other existing donor with similar initiatives for sustainability.

B. Efficiency of its management and implementation model

10. The country team's decision to merge the MDG-F **Steering Committee** with the HLSC is in line with the Aid Effectiveness agenda, and could help integrate the Programme with other existing initiatives, however, care should be put to ensure that attention to the MDG Programmes is not diluted within a larger context.

11. The Programme has set up the **governance structures** required by the MDG-F, but with the exception of the NSC these are not fulfilling their assigned responsibilities adequately. As a result, the oversight and quality control mechanisms are weak and insufficient. UNDP and UNESCO work independently and there is no joint Programme as such. The consultant observed none of the benefits that joint programming has to offer. The MTE recommends that regular meetings of the PMC are ensured to engage high level management, and highlights that lessons learned in joint programming identify strong leadership from the RC office and the heads of agencies involved as a key element to achieving true joint programming.

12. Although the Programme is highly decentralized, **planning and coordination** takes place at the central level[1]. The PRODOC prioritized local recruitment for the regional coordination officers to ensure in-depth knowledge of the region, this advantage is lost under the current arrangements, which for the most part exclude the regional coordination officers[2] from regular management discussion. In addition, these discussions do not take place regularly, and the results are not shared, further weakening the management and coordination structure of the Programme. As a result, the regional coordinators implement with little support or oversight, and while the Programme has significant achievements, it lacks leadership and strategic vision. In order to strengthen Programme quality, coordination, efficiency and transparency, the MTE recommends weekly PMT meetings that include the participation of regional officers, agency focal points and all members of the management teams as proposed in the body of the report.

13. Distribution of **roles and responsibilities** between members of the management team are unclear which leads to both duplication and gaps. As a consequence some key responsibilities have been neglected. The same is true for distribution of roles and responsibilities between UNESCO and UNDP in regards to issues such as monitoring, knowledge management, or quality and financial oversight. These responsibilities should be shared and not delegated to the national counterparts. In particular, the UN agencies will need to address the issues around misuse of funds reported during this exercise.

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[1] With the exception of the Adama exercise
[2] Participation of the PCO from Addis Ababa and Oromia occur more regularly as they are able to travel too Addis with ease

14. Further, the MTE concludes that the existing **profile for Programme management is inadequate**. The PMT needs at least one member with sufficient seniority and expertise to engage with other UN agencies and donors at a management level, while providing strategic coherence, and ensuring use of all available resources. One of the acting Programme Coordinators[3] should be upgraded to Programme Management level, with strong support from UNESCO, UNDP and the RCO to guarantee his/her ability to represent the Programme widely. The MTE recommends a full revision of the PMT's TORs to ensure adequate staffing levels and clear distribution of responsibilities. In addition, PMC and PMT meetings need to take place on a quarterly and weekly basis, respectively, as the only mechanism to ensure quality, oversight and accountability.

15. The PMT reports indicate that regular **monitoring** missions to the different regions have taken place, with the exception of Addis Ababa and Oromia. Minutes provided were comprehensive, but there is no indication that these led to management decision or that the challenges identified were addressed. Regional officers regularly monitor program activities, and have been trained on results based management. In spite of this, there are no mechanisms to incorporate feedback from the field to the central level, and no systematic data collection. Indicators continue to be mostly process oriented without a baseline to measure progress against. The consultant believes the proposed changes to the PMT and coordination mechanisms will address these issues.

16. There appears to be **no mechanism for knowledge management**, as a result, details provided for the MTE were sometimes inconsistent or even contradictory depending on the source. Centralized and agreed on information is key for effective management and oversight, it is also necessary in order to asses progress and achievements, while facilitating that lessons learned and products are available to others. The recent launch of the Programme Website is a positive step in this direction, and could serve as a tool to house knowledge from the Programme and other donors in a sustained manner, with different levels of access depending on the nature of the information.

17. Lack of a knowledge management and regular information flow directly impacts the team's ability to report. **Reports** reviewed lack sufficient detail to portray the program's activities, achievements and challenges adequately. The richness observed in the annual reports provided by the regional coordination officers was not captured in the biannual reports. The proposed monitoring and reporting officer would be able to ensure information is not only collected and organized, but also made available for management decision-making, advocacy and incorporated into the biannual reports.

18. An **advocacy and communication strategy** was developed at the beginning of 2011, but has not yet entered into effect. The strategy identifies activities already within the PRODOC that can be used for advocacy and communication purposes, which is both innovative and efficient. Given the extensive delay the communication plan should now be aligned with the exit strategy, and will need to be led by a professional communications officer. The MTE recommends that this process be led by the UNESCO communications officer. The MTE recommends that the minutes of the PMT and PMC are regularly shared with the entire team, and used for the production of a monthly bulleting to be shared with key stakeholders.

19. Given that the Programme is for all practical purposes implemented by the national implementing partners, and that institutional capacity was identified as a weakness in the original PRODOC, the program needs to develop a comprehensive strategy to strengthen institutional capacity.

C. Effectiveness and Impact

20. The Programme is the first of its kind in Ethiopia and as such is under intense expectation from other donors now entering the sector with similar initiatives. This puts it in a unique position to impact future Programmes and methodologies. The inclusion of Culture in the GTP should be perceived as a reflection of the Programmes' relevance in the current context.

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[3] Technically there is one Programme coordinator (based in MOCT) and one assistant Programme coordinator (based in UNESCO), but as both are recruited with the same TORs and have the same profile they are referred here equally

21. Lessons learned from the MDG-F experience helped identify issues and challenges in delivery as ONE. These lessons learned were applied to the flagship Programmes that have been developed by the Government of Ethiopia, now a self-starter.

22. Under **outcome one** the Programme has achieved some significant progress towards the identification of prevailing and common cultural and religious values, and has done so while promoting good participatory methodologies such as bringing together Government, civil society and academia, a first for MOCT in Ethiopia. It has also brought together initiatives from different academic institutions that were working in a fragmented manner, and has promoted skills development, such as training of youth to undertake local research, at the regional level.

23. The Programme responds to an emerging concern for inter religious conflict, and it's sessions are being replicated by the beneficiaries, for example, the Youth association of Addis Ababa reported to have created a chain structure that was able to reach as many as 400 people at *Woreda* level. There were also reports of increased visibility and discussion in the media as a result of the Programme activities. The "Participation Manual for Intercultural Dialogue" created to support future intercultural dialogue initiatives has been highlighted as a tool that will be able to support future initiatives.

24. However, there needs to be more clarity as to what concrete SMART (specific, measurable, achievable, relevant and time bound) results can be expected from the Outcome one, and more importantly, given that it seeks to promote behavioral and attitudinal change which requires sustained periods of intervention, the PMT should begin to engage with other stakeholders who will be able to provide continuity, while ensuring the inclusion of gender and social discrimination of artisans (the FUJA).

25. **Outcome 2** has been developing according to schedule and seems to profit from a clear vision of the implementing partner. There are clear results and impact on the policy level stemming from the Programme's activities, for example, four world heritage sites now have legal protection and management regulations in line with UNESCO standards. It is key for the Programme to begin engaging other donors and making available its achievements so they may continue to build on them. The suggested revision does not need to address outcome 2.

26. Approximately half of the budget has been allocated to **outcome three,** making it a key for the success of the Programme. Although a priority for the government, outcome three appears to be the one lagging most behind schedule, and lacking a concrete strategy to achieve its main objective, mainly income generation for the beneficiaries. With the exception of Addis Ababa where linkages to a large demand market exist, the current strategy does not guarantee that the trainees will be able to obtain an economic benefit within their current market, or how they could liaise with other markets. LCRCs are meant to provide an outlet for this, but this remains a theory without sufficient detail to support it. The Programme has failed to engage with the private sector or the industry sector as originally envisage. Failure to secure a clear strategy implies a considerable risk to beneficiaries who might be unable to repay the loans obtained through the Programme, leaving them in a more vulnerable position. Lead responsibility in this are should rest with UNDP who has the expertise in this area. Consideration should be put as to weather the Programme can responsibly continue to train people who are not already artisans, particularly in areas distant from existing tourist markets. A reduced number of beneficiaries coupled with more comprehensive training and a pre-agreed criteria for selecting the beneficiaries might help to avoid the failures observed during the MTE and detailed in the body of the report. The MTE recommends that outcome 3 be revised and scaled down in line with the lessons learned, taking into account available time and resources.

27. While LCRCs are a key part of the Programme's strategy for sustainability, given the delays and the reported failures of similar initiatives in the past[4], the MTE recommends the Programme focus on ensuring two successful pilots implemented with the support of private body, and to continue with the remaining LCRCs only once these have been implemented and evaluated. The selection of the

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[4] as reported during the MTE

LCRC manager will be key for the sustainability and success of the Programme. Funds for the manager's initial year (or two) should be identified during the revision process.

28. The consultant concludes that the Programme has achieved some significant progress and outputs, and it has great potential to achieve positive impact in Ethiopia both at policy and the development level. Unfortunately, if this potential is not translated into reality, many of the products, such as studies, will not have any impact, and others, such as trainings and revolving loans, may even have a negative long-term impact. From this perspective, the consultant feels that a six to eight month extension would allow the Programme to achieve its full potential and ensure sustainability. The focus of the Programme during this last year should be to strengthen GoE institutional capacity, as they main stakeholder to give continuity and sustainability to the entire initiative, and to ensure an exit strategy by linking the Programme activities and outputs to other activities and interested donors.

29. Successful completion of the Programme can only be achieved with an adequate management structure as outlined in the report, and with full involvement of management from UNESCO and UNDP, under the leadership of the RC office. Without this, the risk is that the Programme continues its current path, and finds itself in the same position six to eight months from now with no possibility of extension. Given the Programme is due to terminate 5 months from the completion of the final evaluation report, the consultant recommends that a deadline is agreed between the Secretariat and the Country management team of no more than two months. If by this time the recommendations put forward have not been addressed to the Secretariat's satisfaction, the MTE would advise against a no-cost extension, and would recommend only a partial disbursement of third year funds, to be agreed between the Secretariat and NSC, to ensure responsible finalization of limited ongoing activities.

30. The MTE concludes the Programme has great potential to strengthen the culture sector, to provide best practices and effectively function as a pilot for the country. The recommendations set out in this document seek to provide the structure necessary in order to do this.

Introduction

1. Ethiopia is an ancient country with a rich cultural heritage which includes both tangible and non tangible assets, centuries old handicraft production, an exceptional variety of ceremonies, festivals, celebrations and rituals, as well as eight cultural and natural heritage sites registered on the on UNESCO's World Heritage list. Ethiopia's cultural heritage and diversity is further enhanced with the representation of numerous religions mainly Christian, Islam and Judaism, with at least eleven ethnic groups and eight languages which coexist peacefully.

2. In contrast, Ethiopia is the second most populous country in sub-Saharan Africa (with 85 million), and one of the world's poorest nations. Some 39 percent of the population lives on less than US$1.25/day.[5] The latest Human Development Index report (Nov. 2010) presents Ethiopia among the "top movers" in terms of global development process, with the third fastest HDI growth rate having moved from 170 (out of 177) to number 157 (out of 169). Never the less, Ethiopia's 2010 HDI of 0.328 continues to be below the average of 0.389 for countries in Sub-Saharan Africa. Further, when the value is discounted for inequality, the HDI falls to 0.216, a loss of 34 per cent. In Ethiopia 90 per cent of the population suffer multiple deprivations while an additional 5 per cent are vulnerable to multiple deprivations. The breadth of deprivation (intensity) in Ethiopia, which is the average percentage of deprivation experienced by people in multidimensional poverty, is 65 per cent.[6]

3. Given it's rich cultural heritage and having emerged as the most stable country in the Horn of Africa, Ethiopia's potential for economic growth through tourism is highly underutilized. The abundant supply of labor is a potential resource for development with little requirement for investment, in particular in regards to handicrafts and other arts that require intensive manual labor. The government has expressed its desire to improve management of the major cultural sites and the promotion of Tourism as a source of income and sustainable development.

4. Centuries old local industries are at risk by the lack of cultural status assigned to bearers of cultural traditions within society, as well as traditionally low prices, which translate into low incentives to learn the trade, putting at risk the national cultural heritage. Population pressures together with environmental degradation, poverty and global warming endanger Ethiopia's natural and cultural heritage. Indigenous knowledge and practices need to be safeguarded from globalization.

5. History of cultural homogenization, together with a pressure for modernization, have undermined the value of cultural diversity. Cross ethnic and religious dialogue has not been encouraged, further weakening the indigenous production systems.

6. In spite of existing legal instruments, such as the recently enacted intellectual property laws can create and enabling environment, Ethiopia does not have a policy framework to guide the development of the cultural industry, and its instruments do not yet incorporate indigenous knowledge and natural heritage management traditions. The lack of comprehensive laws and policies, as well as poor enforcement and implementation of existing policies and regulatory frameworks, in part due to lack of capacity and public awareness, has resulted in a poor institutional framework.

7. Although most products are original and functional, there is no standardization, which would allow them to compete in the international market. Additionally, there are no market linkages between

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[5] CIDA
[6] HDI Report 2010

producers and traders, with agents retaining a good share of the profit. Further to income loss this translates into low specialization and the inability to respond to market demand. Poor coordination leads to lack of integration and synergies, while efforts of stakeholders become fragmented and possibly duplicated.

8. National capacity at both federal and regional levels is limited, while infrastructure is weak. Potential linkages between the Tourist economy and other areas for development, such as education or industry, have not been made. There appear to be little synergies between the Programme and other ongoing efforts within the UN and other donor communities, reducing the potential for impact and its sustainability.

Background

9. The "Harnessing Diversity for Sustainable Development and Social Change in Ethiopia" is one of the 128 active programmes in 49 countries spread across 5 regions of the MDG fund, and one of 18 programs in the Culture and Development window, with a total financial allocation of $95.6 million dollars, which seeks to contribute to the MDG goal one of halving proportion of people whose income is less than $1.00, through the use of culture and art and giving special attention to the participation of women.

10. The Programme is signed on behalf of the Government of Ethiopia (GoE) by the Ministry of Finance and Economic Development (MoFED), and the Ministry of Culture and Tourism (MoCT) as implementing partner

11. The joint Programme team is comprised of UNESCO and UNDP, with UNESCO as the lead agency. The designated administrative agent (AA) for the JP is the Multi Partner Trust Fund office at Trust Fund Factsheet - MDG Achievement Fund . UNESCO is to provide support for Programme oversight and coordination among participating UN organizations.

12. The national implementing partners are the Ministry of Culture and Tourism and the Ministry of Finance and Economic Development. The MoCT mandate confers upon it the duty to promote and preserve cultural heritage, induce changes in cultural attitudes, promote the contribution of culture for development, advance the tourism industry as well as collect, compile and disseminate culture and tourism related information. MoFED is responsible for preparing the Federal Government's development plan in cooperation with the concerned organs, and for following up implementation, as well as mobilizing, negotiating and signing foreign development aid and loans. As the governing structure of Ethiopia is decentralized and given the local authorities' close proximity and engagement with their respective communities, they are best positioned to carry out promotion and implementation at the grass root level. For this reason the counterparts for these Ministries - the Bureau of Culture and Tourism or BoCT and the Bureau of Finance and economic development or BoFED- will be directly involved.

13. The MDG Fund relies on the UN Resident Coordinator to facilitate collaboration between the participating UN agencies and to ensure that the Programme is on track and the promised results are delivered, this is done through two governance structures: the National Steering Committee (NSC) and the Programme Management Committee (PMC).

14. The management and coordination arrangements follow the Operational Guidance Note for Participating UN Organization[7] and the PIM (Program Implementation Manual for UN agencies assisted programs in Ethiopia).

Purpose of the Evaluation

15. This mid-term evaluations is of a formative nature and seeks to improve implementation of the programme during the last phase by identifying strengths, and weaknesses of the Programme, as

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[7] MDG-F, 2 October 2007

well as lessons learned and best practices, which can be applied during the second half of the implementation phase or replicated elsewhere.

16. The evaluation will focus on the joint program as a unit, and the recommendations generated will be addressed to its main users: the JP Management Team, the participating UN agencies, the governance structures (PMC and NSC), and the Secretariat of the Fund.

Objectives

17. This mid-term evaluation has the following **specific objectives**:

- To confirm the programme's **design quality, relevance and internal coherence** as well as its external coherence with the National priorities, the UNDAF, National Development Strategies and the **Millennium Development Goals**.

- To understand how the joint programme **operates** and assess the **efficiency of its management and implementation model**, through an analysis of its procedures and institutional mechanisms. This analysis will include looking at factors for success and limitations in inter-agency tasks within the **One UN** framework, and the degree of national ownership as defined by the Paris Declaration and the Accra Agenda for Action.

- To identify the programme's **degree of effectiveness** among its participants, its contribution to the objectives of the **Culture and Development thematic window,** and the Millennium Development Goals at the local and/or country level.

Scope

18. The mid term evaluation will assess the progress of the Joint Program during its first two years of implementation, from inception in July 2009 until November 2011[8]

19. The mid term evaluation should be seen as an opportunity to review the program against the initial targets, and given it will take place shortly before the end of its scheduled three years, as an exercise to asses what is the best use of the team's remaining time and resources to ensure impact and sustainability, including looking at the Programme's exit strategy.

20. The evaluation will look into relevance, efficiency, effectiveness and sustainability, and not just report on activity level achievement.

Methodological approach used

21. The MTE will consist of three different phases:

a. Phase one: desk review
- An initial desk review phase in order to become familiar with the program, its objectives, the challenges and context, and prepare an inception report with the theory of change to be presented and agreed with the Secretariat and the Country team.
- For this phase extensive documents were provided such as the Programme Document, monitoring reports, MDG-F mission reports, minutes from management meetings and correspondence, as well as an initial briefing with the focal point in the MDG-F Secretariat for the country program, and ongoing communications between the consultant and the country team in order to agree priorities for the in-country visit agenda. Initial phone interviews with members of the PMT and the RC office, as well as the UNESCO consultant were undertaken.
- All regional officers were asked to fill out a questionnaire with basic information about the Programme implementation in their area.

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[8] although the in country visit will take place in November, 8 months before the official end of the Programme, most of the data available thus far comes from the June 2011 report which would coincide with the two years mark from the official start of the program.

- Phone interviews were held with some members of the country team.

   b. Phase two: in-country visit
   - The in-country mission took place between in November 7-18 2011. Interviews and focus groups discussion were undertaken at both Federal and Regional level, with three of the six regions (Addis Ababa, Oromia and Tigray), covered by the MTE. The in-country visit included first hand observation, interviews and discussion groups with the most representative staff, counterparts and beneficiaries as well as other relevant donors or UN agencies (see Annex 1 for full detail).
   - A debriefing to present preliminary findings was held in Addis Ababa and all country team staff where invited to discuss as part of the validation process. This meeting counted with the participation of UNESO, the RC office, MOCT, PMT and regional officers. No representatives for UNDP were present. (see full list of attendees in Annex 2)

   c. Phase three: preliminary report and validation process for final report
   - A preliminary report will be shared with the MDG-F and country team for validation in accordance with the timeline set out in the inception report.
   - A final report will be drafted which will take into consideration observations, corrections and suggestions made to the preliminary report.

Constraints and limitations on the study conducted

22. The most significant limitations to the current MTE were:

   a. Recent changes in Programme staff limited the knowledge available for the MTE:
   - The finance officer (administrative assistant) based at UNESCO left the Programme October 2011 and could not be interviewed. The country team is waiting until after the MTE to start recruitment of replacement.
   - UNDP's focal point for the JP left in July 2011 and was still in the process of recruiting a replacement in December 2011, with Dereje Dejen, the UNDP focal point for various other MDG Programmes, acting as Programme focal point.
   - Assistant Programme coordinator based in UNESCO passed away suddenly in March 2010. Current Programme coordinator joined the JP one week later.
   - Oromia Programme officer changed in March 2010

   b. Lack of centralized information meant that much of the consultant's time was used trying to obtain, organize and ensuring consistency of data provided by the different sources.

   c. Although initially included in the agenda, the MTE was unable to secure meetings with high level management

   - RCO: the consultant was unable to meet with the current RC (the third since the inception of the JP), discussions were held with her representative before, during and after the in-country visit.
   - UNESCO: The consultant was unable to meet with the Director of UNESCO, who only recently joined the Country team, but did secure a meeting with the Alexandros Makarigakis, program specialist and previous OIC, who also took part of the debriefing session.
   - UNDP: the consultant was unable to meet with the Director of UNDP but was able to meet with Dereje Dejene, acting JP focal point, and the Deputy country Director, Ms Musisi.
   - The Minister for Culture was away from Addis in training and sent his regrets.
   - The director of ARCCH was not in Ethiopia .

   d. Due to the above cancellations and other logistical issues that arose during the visit, some of the initial interviews and focus groups could not take place.

e. Although some interviewees did not speak English, the Country team provided a translator as support throughout the in-country visit, who was also an anthropologist, former ARCCH employee, and was able to provide further context.

Description of the interventions carried out

Initial concept, description of the hypothesis of change in the programme

23. The Programme seeks to harness Ethiopia's cultural and natural diversity towards development and social progress, with the belief that this could in turn support social stability and have a positive direct impact on three Millennium Development goals, mainly:
    a. to eradicate extreme poverty (MDG 1) by strengthening social cohesion, (which provides a stable environment necessary for development), by safeguarding heritage, developing institutional capacity, producing income generating activities, and creating an enabling environment for cultural industries.
    b. to promote gender equality (MDG 3) by ensuring full participation and engagement of women
    c. to ensure environment sustainability (MDG 7) by identifying indigenous knowledge and practices of natural heritage management

24. The JP is implemented and coordinated by the MoCT at the federal level and BoCT at the regional level. UNESCO and UNDP are responsible for providing technical input in their respective fields of competence, including strengthening the capacity of different MoCT and BoCT structures, evaluations, reporting and review mechanisms.

25. The team identified 12 major intervention areas through an initial SWOT analysis, which were initially grouped under five outcomes. After initial feedback from the MDG Secretariat that the Programme needed to focus its objectives, the country team underwent a revision exercise on October 2010 and reduced the initial 5 outcomes to three.

26. The Harnessing Diversity for Sustainable Development and Social Change (HDSDSC or the Programme) has three outcomes as follows:

    - **Outcome 1**: "Mutual understanding of commonly shared cultural/religious values and respect for diversity strengthened" seeks to empower national, regional, traditional and religious leaders on shared cultural values and enhance respect for diversity including biodiversity through inter religious and cultural dialogue, promoting social cohesion, stability and the social status of culture within society.

    - **Outcome 2:** "Cultural heritage including indigenous knowledge better managed, protected and utilized" seeks to improve the management and protection of cultural heritage sites, while ensuring the inclusion of indigenous knowledge and practices, as well as the participation and benefit of the local communities, supported and safeguarded through an effective policy framework.

    - **Outcome 3**: "The potential of Cultural Industries (Handicrafts & Creative) Harnessed for income generation & poverty alleviation", aims to assist Ethiopia to harness its creative and cultural industries for income generation and to decrease poverty. It targets professional capacity by identifying and strengthening skills, promoting better networks between the producers and the market, as well as better knowledge of existing resources, demand and potential product branding.

27. The Programme aims to achieve these goals through the following Strategies:
    - A **Participatory Approach** in order **to** empower communities and enhance national ownership. National and regional institutions will implement the joint Programme with priority given to national experts. Active participation will also ensure that the Programme is contextually appropriate, thereby, enhancing sustainability.

14

- **Social Mobilization**: A series of awareness raising and advocacy campaigns will be carried out with an aim of advancing knowledge, enhancing skills, and sharing best practices. This can be achieved by utilizing both modern and folk media. Subsequently, society support can be mobilized towards realizing the intended change in attitude and behavior.

- **Building Partnership** with the relevant public and private sector, civil society organizations, and development partners to create synergy among stakeholders, avoid duplication, and prevent waste of scare resources.

- **Establishing strong linkages** vertically within the cultural industries and horizontally with other industries is necessary for the development of the cultural industries in Ethiopia. The value chain approach will be pursued in order to effectively integrate the actors within the industry. The major actors identified within the value chain include the organized producers, the product designers, the promoters/distributor, tour operators, hotel chains, airlines, and travel agencies. Allowing for specialization, greater productivity and enhanced sustainability.

- **Focus on multiplier effect:** The four outcomes will be linked to the World Heritage Sites and other major tourist destination to create synergy between them and enhance the positive image.

- **Capacity building:** The preliminary assessment conducted as part of the preparation of the Programme document identified the lack of capacity of stakeholders as a major weakness in the cultural sector, including public and private organizations/institutions. The PRODOC considered it was "imperative" to focus on capacity building of the relevant stakeholder for the realization of the Programme objectives in a sustainable manner.

The Programme, Detailed description of its development:

28. The Programme was approved in March of 2009 by the MDG–F Steering Committee, and officially started July 2 of the same year, although start of implementation was delayed by nearly eight months. Currently the country team considers January 2010 the start of year one.

29. The Programme's geographic coverage includes six regions which host some of UNESCO heritage sites, mainly Addis Ababa, Amhara, Tigrai, Harare, Oromia and Southern Nations, Nationalities and Peoples' Regional State (SNNPRS). The population in these regions account for more than eighty five percent of the total population of Ethiopia.

30. The Programme budget approved was $5 million US dollars for a 3 year period, to be distributed between UNESCO ($4,102,380) and UNDP ($851,120). The initial budge distribution as per the PRODOC was as follows:

Category	UNESCO	UNDP	TOTAL	% of total
personnel	1,429,459	230,000	1,659,459	33%
SCE&T	1,463,831	404,088	1,867,919	37%
Contracts	633,710	102,000	735,710	15%
Training	34,000	0	34,000	1%
other direct costs	153,000	40,660	193,660	4%
M&E	120,000	0	120,000	2%
indirect costs	268,380	54,372	322,752	6%
TOTAL DIRECT & INDIRECT COSTS	4,102,380	831,120	4,933,500	98.7%
UNDP formulation advance		20,000	20,000	
TOTAL	4,102,380	851,120	4,953,500	
AA fee			46,500	
TOTAL			5,000,000	

source: Programme document

31. Distribution among outcomes was initially set out as follows:

Outcome	Budget	% of total
Outcome 1	464,500	9%
Outcome 2	860,297	17%
Outcome 3	2,676,113	54%
Outcome 4	261,838	5%
Outcome 5	348,000	7%
Total	4,610,748	92%

source: Programme Management team

32. The JP is implemented through MoCT at the federal level and BoCT at the regional level. UNESCO as the UN agency responsible for culture, and UNDP as the lead UN agency for the MDGs, are charged with supporting the implementing partners by providing technical input in their respective fields of competence, and strengthening the capacity of different MoCT and BoCT structures, while ensuring consolidate and harmonized reporting and reviewing mechanisms.

33. Although not signatories to the Program, the PRODOC envisioned participation of the Ministry of Education (MoE) in the implementation of the third component (Cultural Industries), and the Ministry of Federal Affairs (MoFA) in the implementation of the first component (Interreligious/intercultural dialogue). In practice no participation of MoFA was observed, and the participation of the MoE was limited to certification of the curriculum development. Religious and academic institutions have played a key role in the implementation of the first component.

34. A **Programme Management Team** (PMT) was established in order to ensure MoCT and BoCT's effective implementation capability. The PMT envisioned in the PRODOC included two fulltime staff members (a Programme Coordinator and a Finance Officer) at the federal level under MoCT, as well as A Programme Officer for each of the selected six regions, (the Regional Programme Management Teams or RPMT). The management team is accountable to MoCT & BoCT and charged with managing the day to day implementation of activities of the Programme such as developing action plans, monitoring activities, and producing reports in their respective areas. Although not included in the PRODOC, the initial budget identified a support team based in UNESCO, namely an assistant programme coordinator and an administrative assistant to strengthen UNESCO support to the JP.

> Text box 1: The responsibilities of the PMC include:
>
> a) Follow up on the implementation of the Programme.
> b) Managing programme resources to achieve the outcomes and output defined in the programme;
> c) Aligning MDG-F funded activities with the UN Strategic Framework or UNDAF approved strategic priorities;
> d) Establishing programme baselines to enable sound monitoring and evaluation;
> e) Establishing adequate reporting mechanisms in the programme;
> f) Integrating work plans, budgets, reports and other programme related documents; and ensures that budget overlaps or gaps are addressed;
> g) Providing technical and substantive leadership regarding the activities envisaged in the Annual Work Plan;
> h) Agreeing on re-allocations and budget revisions and make recommendations to the RC as appropriate;
> i) Addressing management and implementation problems;
> j) Identifying emerging lessons learned; and establishing communication and public information plans
> k) Consolidated Joint Programme Report from the Administrative Agent and provide strategic comments and decisions and communicate this to the Participating UN Organizations.
> l) Suggesting corrective action to emerging strategic and implementation problems.

35. The MDG Fund relies on the **UN Resident Coordinator Office** to facilitate collaboration between the participating UN agencies to ensure that the Programme is on track and the promised results are delivered. This is done through two coordination structures: the National Steering Committee (NSC) and the Programme Management Committee (PMC).

36. The **National Steering Committee** (NSC) is a country wide structure that oversees all MDG-F Programmes in the country to oversee and provide strategic guidance, as well as alignment with the National priorities. The NSC membership is limited to non-implementing parties to allow for independence, and should include at least a representative of the Government of Ethiopia (the State Minister of MoFED), a local representative of the Government of Spain (the Ambassador of the Kingdom of Spain), and the United Nations Resident Coordinator (RC). The representative of the Ethiopian Government and the RC will co-chair the NSC. The co-chairs can invite UNESCO, UNDP, and MoCT as observers.

37. On April 28 2011 the **High Level Steering Committee** (HLSC) made the decision to merge the MDG-F Steering Committee with the HLSC[9]. Like the NSC the HLSC meets twice a year and is co-chaired by the State Minister of MoFED and the RC. In addition to the Spanish Ambassador, the HLSC includes participation of the Ministry of Foreign Affairs, Ministry of Federal Affairs, Ministry of Agriculture, Ministry of Health, Ministry of Women's Affairs; 6 Representatives of the UN Country Team, including the three participating UN Organizations in the One UN Fund, as well as three Representatives of donor partners from within the donor community based on invitation from the co-chairs (DFID, Norway and Spain).

38. The **Programme Management Committee** (PMC) comprises representatives of the two participating UN agencies as well as the representatives of the Ethiopian Government counterparts, a representative of the Programme management team. It is co-chaired by the RCO and a senior representative of MoCT. Experts can be invited to PMC meetings as needed.

39. The primary responsibility of the PMC is to provide technical substantive leadership; follow up on the implementation; ensure operational coordination; establish the Programme baseline and adequate reporting mechanisms; review and endorse annual progress reports to the donor; establish communication and public information plans (see Text box 1 for full list of PMC responsibilities).

40. The Programme team has suffered various changes, at a high level with three changes of RC from its inception; changes in management in UNESCO and the MOCT. In addition, the UNESCO assistant Programme coordinator passed away suddenly, the UNESCO administrative assistant/ finance officer left about a month before the evaluation, as did the UNDP focal point for the Programme. The regional officer in Oromia was also changed after the first year. These changes, which are for the most part completely outside the control of the PMT, have an inevitable negative impact in the continuity of the Programme, by further taxing the team at federal level, and creating disruptions in continuity and oversight.

Levels of analysis: evaluation criteria and questions

A. Design quality, relevance and coherence

Design quality and internal coherence

41. The initial Programme succeeded in identifying culturally appropriate solutions for national problems such as poverty and incipient religious conflict, although the two are not related, but could be. Some examples of how this could be done are provided in the text.

42. The PRODOC identified five outcomes and 54 activities to be developed in 6 different geographical areas. The Programme's objectives were relevant but ambitious given the time and resources allocated to it, and the fact that it is the first of its kind in the country, and would not benefit from previous experiences. This is particularly true for Outcome one which requires attitudinal and behavioral change. It also underestimated the time required to establish the JP management structure which led to significant initial delays.

43. In response to extensive delays and following a Mission by the MDG-F Secretariat, the team underwent a concerted effort to focus the Programme on its key elements through an exercise that took place in Adama on October 2010. As a result the team reduced the initial five outcomes to three, which were clear and specific in its objectives and intent, but maintained a high number of activities to be developed, with 48 activities in addition to joint monitoring and evaluation activities. Effectively, with some exceptions, the activities were maintained as before.

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[9] A separate MDG-F NSC took place on June 2011 in spite of this decision

44. Discussions with the country team[10] confirmed that the Adama exercise focused on avoiding duplication and re organizing existing activities, while updating the AWP for year two to reflect the delays suffered during year one. For the most part the team continues to implement and report in line with the initial structure. This can be observed in the last biannual report to the Secretariat where tables and matrixes include 5 Outcomes as per the pre-Adama structure. During the evaluation many of the progress and achievements were also reported in accordance with the initial 5 outcomes structure.

45. After the Adama exercise budget distribution amongst outcomes was as follows:

Outcomes	year 1 budget*	Year 2 Budget	% of total for the year	Year 3 Budget	% of total for the year	Total	% of total for years 1 & 2
Outcome one		119,500	6%	190,500	17%	310,000	6.8%
Outcome Two		291,091	15%	215,579	19%	506,670	11.1%
Outcome Three		1,363,363	72%	657,250	58%	2,020,613	44.3%
Salary and M & E		111,000	6%	76,000	7%	187,000	4.1%
Total	1,539,730	1,884,954	100%	1,139,329	100%	4,564,013	

*year one had 5 outcomes, for this reason only the total is included

source: PMT

46. In depth review of the revised outcomes and objectives shows that all the initial objectives/outcomes remain with the exception of outcome five "enhancing cross cutting capacity at the Federal and Regional Levels" which was crucial to the Programme strategy, both for sustainability and because weak institutional capacity had been identified as a key weaknesses. In practice outcome five has become the ledger for salaries and contracts. Institutional capacity building takes place in the form of unrelated workshops without a clear strategy.

47. The Adama workshop was also used as an opportunity to strengthen JP capacity through training on the areas identified as weaknesses, mainly gender, M&E and results based management.

48. Although all objectives are perceived as relevant and appropriate, **internal coherence** is unclear, particularly for outcome one which focuses on conflict prevention and promotion of social coherence, with little linkage to culture for development, the focus of the other two outcomes.

49. In practice outcomes are implemented in parallel with little synergy and mutual reinforcement. Outcomes one and two promote a stable and strong environment but do not have a direct link with economic development per se. The consultant observed it would be possible to use outcome one to strengthen other areas that have been neglected by the Programme such as gender and social discrimination of certain artisans who are treated as almost untouchable. For example, ensuring inclusion of traditional roles women play in peace building and mediation; identifying barriers and challenges specific to women artisans (like rape); or identifying the root of social discrimination of the Fujas (potters and iron workers) which, as was reported, does not stem from Ethiopian tradition.

50. The initial design identified a theory of change and six strategies to achieve this change. With the exception of participatory approach, these strategies have not been applied during the implementation phase (see text box 2). For example: the initial document identifies the private sector as key in bringing the artisans to the market, in practice this has not gone beyond the use of consultancies to develop studies, no strategy to involve the private sector was reported. The Programme has developed studies identifying the links and the value chain, but there is no strategy to ensure that beneficiaries who receive training have access to markets to sell these products, and no previous analysis has been undertaken to assess if the local markets can take more products.

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[10] statement limited to those members of the country team that the consultant was able to meet with during the MTE process

Although the potential is there, if the Programme is not able to achieve this link, it is possible the beneficiaries could find themselves worse off, as many of them will have acquired debts through the Programme.

Text box 2: PRODOC Proposed strategies

Strategies Applied	Strategies Not applied
Participatory Approach	Social Mobilization
	Building Partnership (with the exception of academia, objective of creating synergy among stakeholders, avoiding duplication not achieved or achievable under the current strategy. No link to world Heritage sites observed in outcomes one and three)
	Creating strong linkages (with the exception a value chain study produced)
	Focus on multiplier effect- based around the LCRC, none of which are functioning or have a sustainable strategy in place as of 6 months before the end of the Programme
	Capacity building ("The preliminary assessment conducted as part of the preparation of this Programme document revealed the lack of capacity of stakeholders in the cultural sector including public and private organizations/institutions.) Therefore, it is imperative to focus on capacity building of the relevant stakeholder for the realization of the Programme objectives in a sustainable manner. " source PRODOC

Ownership and participation

51. The MTE confirmed high level of national ownership from MOCT at both Federal and regional level. Government counterparts implement and monitor Programme activities at both Federal and regional level, have incorporated the Programme activities into their yearly strategic plan, and assign experts for the implementation of the different activities (process owners) from their own resources. Close collaboration with the small and medium enterprise agency (SME), as well as women affairs office was observed both at federal and regional level. This high level of intersection between the Programme and different government instances provides great potential for institutional capacity building.

52. There are several civil society institutions involved in the Programme. The MTE was able to confirm the participation of academics, religious leaders, youth groups and women's organizations. It was reported on various occasions that interaction between the government and academia did not take place before the Programme, and that this partnership can be considered a result and best practice of the Programme, highly appreciated by all parties interviewed.

53. This high level of ownership is a key element towards sustainability and impact, and is demonstrated in the governments' willingness to support the Programme, be it through logistical support (such as cars made available to regional officers to access the Programme sites), office space, support staff, in the form of advances to the Programme while the funds are distributed, or the donation of the LRCR buildings.

54. However, there is no indication that other Ministries envisioned in the PRODOC, mainly with the Ministry of Economy and finance, the MOE or MOFA, are involved in the development and implementation of the programme. The programme would also benefit from participation of other ministries such as the Ministry and Bureaus of Trade or the Ministry and Bureau of Tourism.

55. In order to strengthen capacity enhancement of existing institutions the Programme did not establish a parallel implementation system, but instead recruited the PMT from within the MOCT, and the RPC from the respective BOCT offices. Both regional and federal Programme officers as envisioned in the PRODOC are MOCT/BOCT staff that have been temporarily assigned to the JP and who expect to return to their posts in their respective MOCT/BOCT office once the Programme is over. Actual regional BOCT officers (process owners) implement Programme activities. The Programme has been fully integrated into the MOCT/BOCT structure.

56. This ensures complete alignment with the government, and fully utilizes government resources for the benefit of the Programme. On the other hand it raises some questions, such as the issue of independence, especially as no UN staff were involved in the recruitment of the Regional Officers, and there appears to be little de facto oversight from the UN, particularly in the regions. It has also led to some initial confusions, as was reported in the case of one region, where implementing staff used the Programme budget as general BoCT budget, diverting some of the funds towards activities outside of the Programme. It is of particular concern that these diversions were not reported, and in some cases, PMT was unaware of them. Use of funds outside of the Programme objectives, although within the culture sector, was reported in more than one of the visited regions.

57. Lastly, given that institutional capacity was identified as a weakness, if the staff implementing and managing the process comes from the same institutions the Programme is trying to strengthen, it raises the question of how institutional capacity is taking place. The Programme is an opportunity for the MoCT to benefit from the expertise of the UN agencies, and to develop key Programme management skills they could continue to apply once the Programme is finalized. MoCT could also benefit from experiences, lessons learned and best practices of UNDP and UNESCO Programmes in other countries. The current training strategy, which responds to specific needs with short trainings appears to be insufficient. For example, RBM and gender were identified as weaknesses, training was provided in October 2010, and one year later during the MTE these continued to be weak.

Alignment to the MDGs

58. As presented in the PRODOC, the joint Programme has the potential to contribute towards the achievement of MDG 1 by creating awareness amongst communities of the benefits of safeguarding their heritage (for economic gain), supporting income generating activities and by creating an enabling and peaceful environment where cultural industries can grow. The consultant was able to observe the potential impact of these trainings on income generation in the case of Addis Ababa, where a group of trained weavers were able to secure a large order from a hotel directly as a result of their ability to produce higher quality material because of the training provided. Pottery makers interviewed reported an increase in sales and the value of their products as a result of the introduction of new designs. In the case of other locations with no access to markets the consultant did not observe an actual increase in income, in some cases having not generated any income at all in over 9 months since the training. The MTE concludes that although the Programme has the potential to create economic development, as there is no strategy in place this is currently not guaranteed, and was only seen to be taking place in Addis in the context of an existent wider access to market.

59. The Joint Programme aims to contribute to the achievement of MDG 3 (promotion of gender equality and empower women) by "ensuring full participation and engagement of women." There was no indication of a gender strategy in place, and focus appears to be limited to prioritization of women participation in activities such as workshops or training. Although this prioritization is beneficial to women, the Programme has the potential to have a greater impact, and could benefit from know how and lessons learned from the Leave No Woman Behind (LNWB) MDG-F gender Programme, for example, by ensuring the tool kits for outcome one, trainings developed and curriculum proposals generated by the Programme are revised by the gender team to ensure gender alignment; by identifying barriers specific to women in the culture sectors covered in by the Programme (for example, rape when women go to dig for clay was cited), and by ensuring that positive elements of women's role in traditional Ethiopian society are included in the social cohesion discussions, (which would also increase internal coherence of the Programme).

60. Lastly, the Programme focuses on enhancing indigenous knowledge and practices of natural heritage management, thereby seeking to contribute to the achievement of the MDG 7 to ensure environmental sustainability. UNEP was initially part of the Programme and the participation of this agency would have greatly increased the impact on this goal. In practice there is little analysis other than what entails protection of the actual heritage sites (for example, size and characteristics of buffer zones, or identification of traditional community methods to look after forests). The Programme would benefit from increased analysis of environmental degradation and impact related to the cultural activities it supports, for example, pottery leads to soil degradation and the

traditional ovens used have a negative impact on the pollution (which leads to health problems such as respiratory problems).

Financial management

61. Implementation of the JP has been mainstreamed into the national mechanisms and Ethiopia's decentralized system. Regional funds are transferred directly from UN HQ to MOCT for federal funds and the respective BoFED office at the regional level, who disburse 90% funds to the RPC, who are governed by IP contracts, upon submission of request, and the remaining 10% upon satisfactory completion. Although given the delays in fund distribution this has not always been the case in practice. RPCs report both to BoFED and the JP on a quarterly basis. The consultant was informed that the UN country team in Ethiopia[11] has requested for more time to be allowed between the receipt of funds and having to report back to HQ.

62. Additionally, BoFED undertakes annual auditing of the funds. Monitoring visit minutes indicate that in some cases these had not taken place, and the inability for the monitoring teams to verify accounts themselves as the data is kept at BOFED. It would appear that in practice the Programme has delegated financial monitoring to the government.

63. UNDP and UNESCO have not harmonized fund management and funds are transferred to the regions separately. In addition, UNESCO is a non HACT agency which has caused considerable delays. As of May 2011 UNESCO agreed to pilot HACT in Ethiopia, an enormous achievement for the Programme in the context of delivering as ONE. Unfortunately the Programme has not yet benefitted from this change. Significant delays in disbursement have had important impact during the first two years of implementation, with one region reporting that it had been difficult to secure association of women artisans trained due to lack of funds available for the loan. As of the in-country visit, the regional coordinators of the three regions visited were still waiting to receive UNESCO funds for the second year (disbursed on July 2011), and were implementing either by borrowing funds from UNDP or BoCT, in some cases using left over funds from year one.

Scope or geographical coverage:

64. The Programme covers six regions in what is a large country with complex communications. Each region counts with one regional Programme coordinator (RPC) who has support staff from the BoCT office and a finance focal point in BOFED.

65. The consultant was able to visit three of the six regions and all RPC filled out questionnaires for the MTE. Additional bilateral discussions took place with all but the RPC of Harar who the consultant was unable to communicate with. The consultant observed very diverse levels of implementation from region to region, both in rate of implementation, clarity of objectives and the quality of activities, as well as different levels of understanding of Programme management concepts.

66. Various monitoring visit reports reflect the RPCs' sense there is not enough central/Federal support made available to them, and complain about long response times. Additionally, RPCs do not participate of the PMT weekly meetings, although it would be possible to include them via phone conference, nor do they take part of the planning process (with the exception of the Adama exercise). RPCs expressed their desire to know more about what is happening outside the region and UN agencies' experiences in similar Programmes in other countries.

67. In some cases, particularly when it came to training, the Programme was able to reach beyond the six regions, for example, it trained BoCT staff from all nine regions to use the culture data base with almost no additional cost to the Programme. However, these were BOCT staff selected at Federal level, while some of the RPC were not aware of the data base and would therefore not be in a position to coordinate, follow up or support the sustainability of the Database in their region.

68. The MTE concludes that working in six regions puts more responsibility on the PMT at Federal level than was originally envisioned, and that the current PMT structure is not sufficient to ensure appropriate levels of supervision and technical support. Most importantly, regions are not

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[11] UNCT here encompasses all UN agencies implementing in Ethiopian territory

benefitting from the lessons learned in other regions receiving little to no information regarding what the Programme is doing elsewhere, nor are they significantly benefitting from expertise from the UN agencies part of the Programme .

External coherence

69. The initial design made a clear case of how the Programme was aligned with National Priorities set out in the PASDEP, mainly income generation, through the use of existing and under utilized resources, while proposing a realistic and culturally appropriate solution with potential for sustainable income generation for some of the poorest within the Ethiopian society, while strengthening the identity of the diverse groups. It identified a clear link is between the Programme, National priorities and UN country team identified needs, as well as potential identified by other large donors such as the World Bank and to three of the eight MDG goals.

70. Since the PRODOC was approved the country has moved from the PASDEP to the **GTP** (Growth and Transformation Plan 2010/11-2014/15). The UNCT is also in the process of developing a new **UNDAF** (United Nations Development Assistance Framework) which will enter into effect in 2012. While the GTP identifies "culture and tourism" as a cross cutting issue, the UNDAF does not identify

"Enhancing and expanding the culture industry and enable it to contribute its share for the national economic growth; enable the tourism industry to be competent and a choice for tourist destination in Africa through ensuring the benefits of the population and building the country's image."

GTP, Cross Cutting Issues

Culture or cultural heritage as a potential source for development, but instead focuses on economic growth from a traditional industry and agriculture perspective. During the evaluation it was often reported that although Ethiopia is now fully aware of the economic growth potential of tourism, it has not yet come to understand the role that culture and cultural heritage could play towards this.

71. Both the GTP and the new UNDAF identify gender ("unleashing the potential of Ethiopian women"), promotion of youth empowerment and human resource development as areas of focus, all three areas of focus included in the Programme's initial design, but which for the most part have not been developed. (for more detail see section Youth, children, HIV/AIDS and Gender focus).

72. During the in-country visit the consultant was able to meet with various **donors** currently engaging in the culture sector, (EU, World Bank, AECID). The Programme has put together a non-exhaustive donor matrix, which shows that interest towards culture and its potential, as a source of sustainable income, is strong (see annex III). The Programme was the first in the country working with culture as a source of economic growth. During the MTE donors expressed great interest in the Programme and its products, such as studies and policy (outcome two), but frustration at the inability to access these.

73. The consultant concludes that the ability to raise awareness on the potential of culture and cultural heritage as a source of economic development is one of the Programme's potential benefits. In order to achieve this goal the Programme will need to provide clear proof of this potential, make them visible and accessible.

B. Efficiency of its management and implementation model

Implementation rate

74. The Programme lags significantly behind schedule. Delays were mostly due to i) initial set up time (which translated into a nearly eight month delay between the Programme's official start date and the beginning of the implementation), ii) internal issues within the GoE which imposed a 5 month block for some of the activities, iii) delays in fund transfers from UNESCO.

75. The consultant requested detailed financial information from each of the regional officers. The information provided indicated there was some confusion as to the terminologies used, for example some reported fully committed year three funds, while the PMT presented funds disbursed to BOFED as committed, which would indicate further need for training and support from the UN agencies in this area.

76. The consultant was unable to establish the current rate of implementation by outcome, by UN agency or by region. Although quarterly reports are sent to BOFED, there appears to be no centralization of this information from at JP level, which would be necessary for adequate oversight.

77. Based on the implementation levels reported in the last biannual monitoring report presented to the MDG Secretariat, the JP has committed and disbursed 27% and 25% respectively of total budget. (with UNDP showing a level of implementation of 23% and UNESCO of 25% over total budget).

	Approved	formulation advance	Transferred to date	comitted to date	disbursed to date	% comitted of total budget	% disbursed of total budget
UNDP	851,120	20,000	685,844	232,000	199,000	27%	23%
UNESCO	4,102,380		2,890,788	1,099,000	1,037,000	27%	25%
TOTAL	**4,953,500**		**3,576,632**	**1,331,000**	**1,236,000**	**27%**	**25%**

source: Monitoring reoprt June 2011

78. In-country observation and discussions, as well as data provided, point to significant variance depending on the outcome and/or the region. In the case of the regions, while the Federal level reports an 87% commitment for year 2 funds (as of December 2011), most regions received year 2 UNESCO funds only in late November or even December. While one region appeared to be implementing on time, another had not begun implementing outcome 3 as of November 2011.

79. In the case of outcomes it was reported that outcome 2 is 70% completed and is expected to be finalized within completed in the three year time frame, and has even managed to go beyond its original goals for some activities, while outcome three seems to be lagging furthest behind.

80. Given the level of delay some objectives/activities will not be achievable even assuming a 6 months no-cost extension. The country team will need to establish detailed current level of implementation per outcome and region, with an assessment of quality, potential for impact and sustainability in order to determine what is achievable where and what the Programme should focus its resources on during the remaining time.

Management arrangements and Coordination

81. The Programme has set up the management and coordination structures as per the MDG-F and the PRODOC, mainly a National Steering Committee, a Program Committee team and a Programme management team, with further support staff based in UNESCO. The Programme also counts with support from a focal point within each of the implementing agencies.

82. As mentioned before, the **HLSC** made the decision to merge the MDG-F Steering Committee with the HLSC. Although the NSC went ahead with their last biannual meeting, it is expected that from now one it will take place in the context of the HLSC. Given that one of the objectives of the MDG-F and the Programme is to promote integration within the UN, this initiative is seen as an opportunity to link the MDG initiative with other in-country initiatives, to promote participation of other relevant in-country stakeholders in the discussion, and is therefore viewed as an achievemnt towards the Aid Effectiveness agenda. There being that the MDG-F discussion is diluted, and not enough time is assigned towards in depth analysis of each program's progress, especially important given the intent to request a no-cost extension.

83. The **PMC** was established and according to the Management team has met on two occasions[12] since the inception of the Programme, which is insufficient to be able to comply with the responsibilities assigned to it (see text box 1). Parties interviewed, both within and outside the UN structure, highlighted the need and importance to ensure that the PMC meets on a regular basis to ensure proper management and oversight of the Programme.

84. Many of the weaknesses identified rest under the supervision and responsibility of the PMC, mainly provision of substantive technical leadership. It is in the context of the PMC were management of the agencies would be in a position to contribute expertise and ensure oversight of Programme quality. It is also in this context where the agencies and the RC can promote joint programming as opposed parallel implementation. Implication of the agencies should cover their expertise beyond the specific activities financed, and introduce lessons learned from other countries; ensure operational coordination; establish the Programme baseline; adequate reporting mechanisms review and quality of annual progress reports to the donor; establish communication and public information plans. Regular PMC meeting lead to increased knowledge and engagement of management levels, and has been identified as a best practice for joint programming, and a key weakness in the case of the Programme being evaluated.

85. The MTE concludes that the PMC has failed to deliver as per its responsibilities, and that insufficient engagement from management level has negatively impacted the vision and quality of the Programme. Regular meetings as per PRODOC and MDG-F guidelines should be re instituted, given the significant delays suffered by the program, additional support may be required in order to move forward with the Programme.

86. The **Programme management team** includes a Programme coordinator and a finance officer based in MOCT as outlined in the PRODOC. An assistant Programme coordinator and an administrative assistant were also envisioned in the PRODOC budget, but the PRODOC failed to identify the role of these two staff, although it is housed under "Enhancing cross cutting capacity at the federal and regional level", but there is no indication of how the main responsibilities -mainly planning & coordination, implementation oversight, capacity development, knowledge management, M&E, and reporting- would be distributed amongst these two teams. Both Programme coordinators were recruited with the same TORs, (see annex IV) further, the team reported that the finance officer based in MOCT and the administrative assistant based in UNESCO were also recruited with the same TORS. In practice, this distinction continues to be unclear. The MOCT team is under the understanding that the UNESCO Programme team's priority is to support UNESCO.

87. The MTE concludes that distribution of responsibilities between these two "teams" remains unclear and needs to be clarified. The MTE recommends that new TORs are drafted in accordance with the needs and weaknesses identified in this evaluation. Responsibilities of each member should be clearly assigned. Additionally, it would appear difficult for staff based in MOCT to implement the requirements set out under the TORs for the finance officer, given that most of this information is based in MOFED/ BOFED. The PMC needs to determine how financial oversight of the Programme can be strengthened.

88. In regards to the Programme coordinator profile, the MTE concludes that the current Programme coordinators have failed to engage in some of the key responsibilities in their TORs, such as ensuring coordination mechanisms both at a working level and between agencies; identification of strategic partners and leveraging of outcomes through advocacy; knowledge management; implementation of corrective actions as a result of findings; ensure transparency by distributing information to partners and key stakeholders; identify lessons learned; and link up with other initiatives. The consultant considers that the 5 year experience requested in the TORs underestimated the required skills necessary to manage a Programme of this characteristics. During the revision of TOR the MTE recommends that one of the Programme coordinators be profile be revised to ensure sufficient seniority to engage with other UN agencies and donors at a management level, and the expertise to provide strategic coherence to the Programmes implementation, and ensure the full use of UN available resources and experience, within and

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[12] June and March 2010. May 2011

beyond the two agencies. The Programme coordinator should ideally have prior UN experience in order to be able to navigate the administrative complexities of Joint Programming, and experience in the area of culture and in Programme management. Experience shows that strong management support from UNESCO, UNDP and the RCO will be key to enable the Programme coordinator to fulfill his/her duties.

89. Replacement of the administrative assistant should be done in line with the Programme needs identified in this document. Given that the Programme already has an administrative assistant (provided by the BoE) and a Finance officer, the MTE recommends replacing the administrative staff based in UNESCO with a monitoring and reports officer, who would be able to provide materials and evidence for advocacy and fundraising, which would in turn facilitate continuity of Programme activities beyond the duration of the Programme.

90. In regards to **coordination**, the PMT had agreed to meet once a week, but it was reported that these meetings have not been taking place, and even when they do, regional staff are not included. Coordination and progress monitoring seems to be done bilaterally between each of the PMT teams (in MOCT and UNESCO) and the regions, duplicating efforts. This means there is no regular flow of information, no room for learning from each other's experiences, sharing lessons learned or identifying synergies. During the evaluation the Programme staff for the most part confirmed they know little about what is happening elsewhere in the Programme.

91. The Programme needs to regularize PMC meeting and ensure weekly PMT meetings that include PMT staff, UN focal points, UNESCO communications officer and the recommended M&R officer. Increased transparency is a primary target of the Aid effectiveness agenda and promotes efficiency. Minutes from the meetings should be shared with all the team to ensure that anyone not present benefits from the exchange. Team members should be provided with the opportunity to include issues and areas of interests in the agenda. Meetings should ensure a quick exchange of progress made, up coming activities and challenges encountered.

92. The consultant considers existing coordination mechanisms insufficient. Further, there are no joint activities, and no real joint programming taking place between the UN agencies part to the Programme either at activity level or at management level. Implementation is done in parallel. There is no indication that the Programme is benefitting from joint programming, failing to achieve one of the MDG-F's main objectives.

Youth, children, HIV/AIDS and Gender focus

93. The PRODOC identifies youth, children, gender and HIV/AIDS as cross cutting concerns, stating that "since the Programme is the first of its kind in the area of culture it is difficult to conduct an assessment of the issues based on culture specific evidence. However, other research findings suggest that culture greatly impacts these issues and vice versa[13]"

94. The consultant did not observe any indication of focus granted to the issues of **children or HIV/AIDS**. Other than the impact of discrimination towards artisans, which discourages both parents and children from passing on the trade, no other links were identified. The MTE concludes that given the delays suffered by the Programme, the already extensive agenda which will need to be reduced, and the little evidence to link culture, children and HIV/aids, it would be convenient to extract these from the Programme objectives.

95. In the case of **youth**, many of the participants, particularly those that take part in training for cultural industries, belong to the youth group. Additionally, some of the best practices observed under this outcome one were undertaken by a youth group in Addis Ababa who had created a chain system in order to trickle down the information acquired to the *woreda* level. The MTE concludes that youth should continue to be an area of focus for the Programme.

96. Participation of women in the creative trainings has been encouraged, but limited in some cases by cultural traditions. For example, weaving is traditionally done by men. The Programme works with the Secretary for women (which in some cases encompasses youth and children) both at federal, regional and *woreda* level. It is therefore uniquely positioned to advocate for and raise awareness

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[13] PRODOC

about specific challenges to women, for example, although traditionally women in Ethiopian society do not weave (because it requires too much time and they need to attend to their house duties), some of the leading private sector weaving industries have identified women as having greater potential for export quality weaving, given their smaller fingers and greater ability for detail[14].

97. During the MTE some scholars highlighted that traditional Ethiopian society assigns specific roles to in the context of mediation and inter-group dialogue. It was also suggested that the social standing of artisans was stronger under Ethiopian traditions previous to the arrival of some of the more recent religions. Although some of these roles are of a ceremonial nature, (like the selected Gadda leader needs to be approved by a woman, or the fact that you can send a woman to stop a war with the spiritual stick, that women are sent as messengers to start a dialogue and are the safe keepers of weapons during negotiation), it is key that these roles are identified and included in the dialogue, advocacy, studies and toolkits developed, while continuing to promote participation of women and women groups.

98. Although there is a clear and concerted effort to ensure participation of women in training and workshops, there is no indication of a gender strategy that considers a more qualitative impact of the Programme. The MTE feels there is a clear argument for the Programme to identify gender related objectives within each outcome. Given that the Programme is the first of its kind in the country and is under great amount of scrutiny from other donors, it is in a position to influence the inclusion of a gender perspective in future culture for development programmes.

Communication strategy

99. An advocacy and communication strategy was developed by the UNESCO communications officer in May 2011. The strategy proposed offers an innovative approach where by instead of creating additional activities and responsibilities, it identifies the activities already within the document that can be used for advocacy and communication purposes. This is in principle both innovative and efficient. The communication strategy is also different in that it interprets "advocacy and communication" to include "citizen participation, empowerment and policy influence" rather than a more traditional view which might focus on providing information.

100.   A communication strategy should ideally be created at the beginning of the Programme, while in this case it was created towards the end of the second year. It is unclear why the strategy was not developed earlier[15]. During the evaluation it was confirmed that no further measures – beyond the creation of the plan- had been taken. Some activities, such as creation of flyers, posters as well as a book for tourist guides, were undertaken independently by of the regions, but these products had not been shared with the central level or amongst the regions.

101.   UNESCO counts with a qualified communications officer that is willing to support the Programme in this area, focusing on creating capacity at both the federal and regional level, as well as providing advice and oversight for better quality products. The current proposed strategy is to train staff from the BOCT offices in each of the regions, to centralize the material already existing (brochures, photos, posters), in order to see how it can be utilized for greater impact.

102.   The Programme main weaknesses identified in the are of communication are:

   a. Lack of internal communication mechanisms, information flow and as a consequence lack of in-depth understanding of the Programme as a whole by its members
   b. No external communication with partners and key stakeholders
   c. No centralized knowledge management system
   d. No leadership in the are of communication, no centralization of products and resources, such as photographs or brochures produced for use by others.
   e. weak M&E which makes it difficult to identify achievements and lessons learned to be shared

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[14] MUYA PLC
[15] The UNESCO communications Programme officer joined the UNESCO office at the beginning of 2011

103.   The MTE concludes there is a good communications plan in place, which will need to be updated and aligned with an exit strategy. Given the time constraints, UNESCO would need to make its communications officer available to lead this initiative. Further, it concludes that the strategy of training national officers supports the objective of capacity building while strengthening sustainability and impact, but only if the training is sustained and significant with on-the-job oversight provided during the remainder of the Programme.

C. Planning, Knowledge management, M&E and quality oversight[16]

104.   It was reported that **Planning** takes place at the central level and in line with the approved PRODOC proposal. During the evaluation it was brought to the consultant's attention that BOCT and BOFED are not part of the planning and AWP process. This appears to be inefficient as it excludes the actual implementers, who –as per the PRODOC- were selected from the region in order to ensure a better knowledge of needs and issues.

105.   Staff reported the need to do double planning: for the Programme and then in order to ensure that Programme activities are included in the National work plan, which needs to be submitted to the MOCT/BOCT and requires translation into Amharic. This raises further questions as to the division between Programme staff and government staff.

106.   The Programme counts with a strong **finance monitoring structure** which includes 3 different levels: an assistant finance officer based in UNESCO; an assistant finance officer within the Joint Program office, and finance officers based in BOFED for each region. However, and as mentioned before, it would appear that all financial monitoring is being done by the government, and for the most part the PMT does not appear to have access to this information beyond what is presented on a quarterly basis to the secretariat. This appears to be insufficient. The MTE recommends greater involvement of the UN in financial monitoring, especially given that misuse of funds that was reported during the MTE, believed to be the result of ineffective oversight rather than ill intentions.

107.   **Programme and progress Monitoring** has repeatedly been identified as a weakness of the Programme. Monitoring responsibility rests with the PMT, although regular monitoring of the Programme by the implementing regional officers is expected. Training on results based monitoring was undertaken during the

Text box 3

Monitoring Missions:

First mission
Dates: June 7-15/2010
Locations: undetermined
Participants: Harare/ Amhara (two teams)
UNESCO -Amsalu Melesse, Moges Zewdie,
PMT- Seyoum Gezmu (finance officer), and PC Ato Akalu Woldemariam
Programme officers of respective regions to be monitored.

Second mission
Dates: Sept.29-oct.12/2010
Locations: undertermined
Participants:
UNESCO- Amsalu Melesse, Moges Zewdie
PMT - Seyoum Gezmu (Financial officer), PC Ato Akalu Woldemariam
Programme officers of respective regions to be monitored.

Third mission
Dates: May 17/2011 - July 31/2011 (with breaks in between)
Locations: TIgrai, Amhara
Participants:
UNESCO- Getu Assefa, Kassahun Abate, Moges Zewdie
UNDP- Rahel
PMT - Seyoum Gezmu (Financial officer), PC Ato Akalu Woldemariam
Programme officers of respective regions to be monitored.

Fourth mission
Dates: Sep.14-29/2011
Locations: Tigrai, Amhara
Participants:
PMT- Seyoum Gezmu (financial officer), PC Ato Akalu Woldemariam
Programme officers of respective regions to be monitored.

Fifth mission
Dates: Oct.2011
Locations: Tigrai
Participants:
UNESCO- Getu Assefa, Kassahun Abate and Ayantu Dega
UNDP – Rahel Wogayehu

Sixth mission
Dates: December 2011
Locations: SNNP
Participants:
UNESCO -Kassahun Abate

[16] ...der efficiency of management in the Conclusions and Recommendations sections. They have been separated in the analysis section to provide further clarity to the reader.

conference in Adama (Oct. 2010), and a common monitoring form/check list was developed, but this form is currently not in use. Amongst the recommendations received by the team in early 2011 was to include an M&E officer. The team provided conflicting reports as to why this had not happened.

108.   The team reported six joint monitoring missions (see box 3). The PMT reported that a monitoring plan had been agreed but was not shared with the consultant. UNESCO participated of 5 missions and UNDP took part in two. The missions included three visits to Amhara, three to Tigrai, one to Harari and one to SNNP. It remains unclear why no visits were undertaken to Oromia and Addis, although the assumption is that given they are within day travel distance, no official monitoring visits were undertaken. The MTE recommends that formal monitoring missions to these are included in the monitoring plan, and that results of all missions are shared with the rest of the team.

109.   Minutes for some of these missions were reviewed for the MTE. Some of the salient challenges identified where lack of communication with the federal level and lack of official channels for communication, confirming the findings of the MTE and the need to establish more structured information flows.

110.   The consultant concludes that there have been regular monitoring missions with clearly defined objectives undertaken jointly. There is no indication that the outcomes of these visits were shared nor followed up.

111.   The MTE concludes that the Programme needs a monitoring and reporting officer to support the PMT and ensure that insights stemming from the monitoring missions is captured and used for reporting and management decisions.

112.   The inception report identified additional funding received by Ethiopia for the purpose of developing a **common monitoring system**. During the MTE the consultant was informed that this funding was intended for the Country wide evaluation, and therefore falls outside of the scope of the MTE.

113.   Programme **reports** to BOFED (at the regional level) and MOFED at central level on a quarterly basis, copies of these reports are shared with the UN agencies. In June 2011 the UNCT[17] put in a request to increase the cash transfer period from three to six months, in order to allow more time between receipts of funds and reporting. As of the evaluation UNFPA had given the go ahead, and the UNCT was awaiting response from the HACT advisory group. Once approved this would apply to all the MDG-f Programmes in Ethiopia.

114.   Among the challenges mentioned was the requirement to report through different formats to each of the agencies. Since UNESCO has agreed to pilot HACT in Ethiopia this should no longer be an issue.

115.   The country team submits PMC approved biannual reports to the MDG-F Secretariat. These reports lack any detail regarding the regions where most of the implementation is taking place, although this information is available in the end of year reports provided by the Regional officers. They present basic figures but do not engage in analysis or include challenges identified. Best practices or innovations are mentioned in very vague terms or not included, for example the creation of the data base. They lack information, for example for sections 2.2, 2.3 and 2.4 which the Programme has but appear blank, and include contradictory statements, for example, that the PMC meets regularly, then stating it has meet only twice in one year although it should meet quarterly, and although as per reports it only met once during 2011[18].

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[17] At country level
[18] examples from the 2011 June biannual report.

116. Further, the latest report presents a results framework with budgetary analysis that includes the 5 outcomes, as per the original PRODOC, as opposed to the three outcomes agreed during the Adama workshop.

117. During the MTE the team highlighted the time consuming nature of the reports, which had to be done in addition to the other reports, as well as oversight and implementation of the Programme at Federal and regional level, further confirming that current capacity levels of the PMT are inadequate.

118. The consultant concludes that current biannual reports lack the necessary detail to be able to asses implementation and effectiveness. The reports are not able to reflect the reality of the Programme, and do not serve the objective of providing the Secretariat with an adequate understanding as to the level of progress, quality of implementation and challenges encountered.

119. Regional annual reports vary significantly from region to region as to the level of detail, but for the most part included high levels of detail, strengthening the central level would ensure that this detail can be used both for reporting, the advocacy and communication strategy, as well as for analysis and strengthening of the Programme.

120. The State Minister for MOCT has formed a task force to ensure **quality assurance** of the products of the JP, in particular in regards to the products produced by the consultants. This task force includes staff from different field of studies and educational background, such as History, Sociology, Social Anthropology, Development Studies, Tourism Management, Architecture and IT. It's members are drawn from different Directorates of the MOCT, Addis Ababa University (AAU), Ethiopian Sustainable Tourism Development Programme (ESTDP) and an individual consultant with the duty and responsibility of ensuring the quality of works. (see Annex 6 to see full membership of the task force). The main objective of the Task force is to :
   - Review Activities undertaken by Consultants and different directorates
   - Assess and forward constructive comments, amendments and corrections to consultants for their consideration in final report
   - Check whether final report incorporated inputs

121. This task force is an innovative proposal which brings together the expertise from differ sectors for quality control, and should be studied further to be used potentially as a model for best practice which to be replicated.

122. In addition to the task force responsible for quality assurance, MOCT has recently established an advisory committee whose duty is to ensure the sustainability of ongoing Programmes, "Recognizing the benefits of organized and joint effort to accomplish shared and achieves common goals" and "bearing in mind the need to work together in order to help support the ministry get out of the circle of poor performance evaluation reports." The task force has already met on three occasions and drafted an MOU (Oct. 2011) to be endorsed by the management committee of the MOCT. "The general objective of the TC is to have a common platform to coordinate, monitor and evaluate activities through Programme and international funds so as to make an effective and efficient contribution to the overall development of the sector." Some of its specific objectives are in line with the Programme objectives, such as to facilitate ways for institutional capacity building and sustainability; Generate and share relevant information; Promote partnership and linkage and Put in a place better monitoring and evaluation system. (see full list of specific objectives and activities in annex 7). This task force is seen by the MTE as a direct result of the Programme. Strengthening of this task force would reinforce the Programme's exit strategy.

123. PRODOC states that MoCT and BoCT, in consultation with UNESCO and UNDP, will undertake annual and final evaluations. There is no indication that these annual evaluation have taken place.

D. Effectiveness - Impact and Sustainability

Progress Outcome 1[19]

"Mutual understanding of commonly shared cultural/religious values and respect for diversity strengthened" (originally estimated 8% of total budget)

1.1 National and Regional stakeholders/Traditional and religious leaders/ empowered on shared cultural/religious values and diversity.

1.2 Systems on harnessing shared cultural religious values and diversity institutionalized

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124.   The Programme has achieved some significant results in this area, although it is hard to measure if it will achieve it's objectives as a) results oriented objectives were never identified, and b) the consultant was able to confirm that these sessions took place, but not how many or where.

125.   The Programme aimed to identify the richness of diversity and the common values of the different religious and ethnic groups, through a two day workshop with around 200-300 participants from all 9 regions.

126.   The methodology used could be considered a best practice. Not only did the government and academics take part, an innovation in the Ethiopian context, but these were joined by writers, journalists and exporters from all 9 regions. A Steering committee (SC) was elected to expedite activities agreed upon in the meeting, setting down grounds for join work beyond the program's scope. The SC includes academia as well as members from parliament, who are charged with supervising the MOCT. This provides an interesting form of quality oversight as well as a direct link with policy making. Some of the members of the steering committee as well as participants were interviewed during the evaluation, all welcomed this as a positive experience which has also helped to create a common understanding and language, as well as the identification of weaknesses, for example, the need for capacity building at the Woreda level, and to strengthen communication between MOCT and BOCT offices in the regions, an area that the Programme could support in the spirit of strengthening institutional capacity. Another positive outcome stemming from the Programme is it brought together different academic institutions that were working in a fragmented manner.

127.   The Programme undertook baseline surveys to identify prevailing and common cultural and religious values to underline commonalities across ethnic and religious groups, followed up by a validation workshops. In order to do these surveys academics trained local youth at Woreda level, the skills acquired will remain in the regions.

128.   Language was identified as one of the main areas of focus as a key tool for dialogue, but also through the identification and preservation of folk tales, with special focus on those that look at peaceful coexistence. It was reported that there are an estimated 28 endangered languages currently in Ethiopia, some of which are spoken by a handful of people, and if not documented will be lost forever. The Programme is currently in the process of preparing the first Ethiopian Ethnographic Linguistic Atlas, which is the first attempt to identify and map the existing languages and ethnic groups in the country.

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[19] the total allotted budget has been estimated assuming that outcomes two and four from year one count towards the new outcome two, and that outcome five stays separate together with the current outcome four for salaries.

129.   The Programme will include a gender anthropological perspective, documenting the traditional roles that women play in Ethiopian society, but also in promoting peace. It would be important for these results to be incorporated into the toolkits produced, and shared with the NWLB MDG Programme and well as with other UN agencies who focus on gender, such as UN Women. Folk tales and other traditions The Programme also produce a participation manual for intercultural dialogue, which discusses the MDGs (which does not carry the MDG logo) toolkit which includes general information on how to facilitate these discussions, maps out the policy framework it is inserted in, (both at the international and national level), sets out an agreed terminology, looks at available methods, tools and challenges, sets out the links between culture and development, and includes detailed instruction on how to formulate a Programme on IICD (which includes gender and evaluation). Many of the donors interviewed express particular interest in accessing and using the toolkit.

130.   It was reported that this was the first Programme in Ethiopia to focus on shared intangible cultural assets, such as the coffee ceremony, looking not only at how to protect them, but also how they may be developed and used to promote tourism.

131.   The MTE concludes that important products and activities were undertaken under this outcome, but also that there is need to clarify what the expected results are, considering the limited time of the Programme. Behavioral change requires extended periods of work, for this reason the PMT should begin to engage with other take holders able to provide continuation, increase the visibility of its efforts and the product.

Progress Outcome 2

> *"Cultural heritage including indigenous knowledge better managed, protected and utilized."*
> *(estimated 17% of total budget)*
>
> 2.1   The national, regional government authorities have competencies in identification, management, and protection of heritage and indigenous knowledge.
>
> 2.2 Policy framework and **guidelines** on the management and protection of heritage and indigenous knowledg**e** revised and developed.
>
> 2.3   Local communities **and grassroots organizations** become more aware and actively participated in the management, protection and utilization of heritage and indigenous knowledg**e**.

132.   Outcome two is primarily implemented by the Authority for Research and Conservation of Cultural heritage (ARCCH) and aims to develop and implement policies and legal frameworks for the protection and safeguarding of Ethiopia's natural and cultural heritage, (originally outcome two and four) and this has been carried out in Lalibela, Aksum and Harar world heritage sites, as well as at the National level. It also seeks to enhance indigenous knowledge and practices of natural heritage management, strengthening the link between nature and culture towards more sustainable development. Activities in this area have been carried out in Dessa, Tigrai, Konso, SNNPRS, Oromia (Yavu) and Gonder (Amhara).

133.   The Programme has gone beyond the regional coverage to focus on the main WHS. The implementation plan is centralized and undertaken by the central level. It is the only outcome expected to achieve the objectives set out in the initial PRODOC within the time frame, in some cases going beyond the initial objectives.

134.   Some important achievements in this area:
- the mapping of the heritage sites of Amhara and The walled city of Harar in order to identify the number and distribution of properties that will need protection, the sites that need conservation and what interventions are needed, as well as producing a

comprehensive list for the tourism industry. These two maps will serve as pilots for the other sites, which means there is now a system, format and standard in place for this process to be replicated.

- The Programme reviewed existing and pending heritage legislation and policies in line with UNESCO Conventions and other international charters

- Identification and documentation of legal and traditional protection methods for Aksum, Tiva, Gondar and Lalibela WHS. Key management conservation issues were identified jointly with the communities that have traditionally looked after these sites, while raising awareness of the potential for economic development.

- Four WHS have legal protection regulations which establish the boundaries, which allows for the establishment of Heritage Management Office

- Drafted four proclamations for the protection of Four World Heritage Sites (Tiya, Lalibela, Axum and The Gondar Fasiladas Castle.) as well as drafting of regulation for the implementation of the Proclamation

- Creation of two draft Site Management Plans for Tiya and Lalibela World Heritage Sites, as envisioned in the PRODOC, but also for Gonder and Aksum, with plans to draft plans for Lower Omo and Lower Awash during the third year.

- Development of four entrepreneurial skills SME development programs compatible with traditional values.

- Baseline survey to identify indigenous knowledge about nature for conservation of the environment

    The Programme needs to make these visible and available to other donors entering the sector.

135.   Programme has made some advances towards MDG 7 (to ensure environment sustainability) by identifying indigenous knowledge and practices of natural heritage management as originally envisioned under the PRODOC, , but there was no indication of analysis at to weather the practices identified were environmentally friendly. It was reported the UNEP was part of the original Programme team, and it would appear that without its expertise the area of environment and environmental impact has lost strength. Given the delays and that this expertise is now outside the Programme, the consultant would recommend the Programme focus on linking the Programme to UNEP and other relevant national authorities with the appropriate expertise that will be able to ensure that that environmental impact awareness is included in the Programme.

136.   During the evaluation the consultant was able to verify a high level of interest from other donors like the World Bank who are currently designing culture related programs. It is key for the Programme to begin engaging other donors and making known and available the products so that they can be built on instead of duplicated.

137.   Works have been undertaken to involve the communities and increase their awareness as to the potential benefits of these sites, beyond the site's religious or ethnic origin, and in that sense supporting the objectives of outcome 1, although no attempt to link the two outcomes in order to strengthen the impact of the was observed.

138.   No progress on capacity building or assessment of management capacities was reported (activity 2.4), which would appear to be an key element for sustainability.

Progress Outcome 3[20]

The potential of Cultural Industries (Handicrafts & Creative) Harnessed for income generation & poverty alleviation" (estimated 49% of total budget)

3.1   A comprehensive database of cultural industries developed & made functional.

3.2 Artisans equipped with better skills & technologies.

3.3 A mechanism that better integrate artisans into the market devised & made operational.

3.4 A system that enhance the contribution of creative industries in the economy & the social
system improved.

3.5 Culture based tourism branding in the respective regions studied, designed & utilized

139.   Somewhere between 49 and 54% of the total budget has been allocated to outcome three, making it a key element towards the success of the Programme, and should be therefore also be a focus of the exit strategy.

140.   Centralized **database** on handicraft industry with an interactive website has been developed. The data base captures and categorizes information on the types, quality, materials, costs, etc. of traditional products and crafts, and could serve as a design bank or e-marketing. The database could also be useful for policymakers and analysts

141.   BOCT staff from all 9 regions (beyond the Programmes original intended reach) have been trained in order to be able to input the information, although it appears that regional Programme officers where not included in the training and some were not aware its existence. It was reported that the database will be used to link producers to demand, but no strategy has yet been developed on how this will be done. Like the studies produce, they have impact potential, but without a clear strategy for their use could could end up rendering useless Donors interviewed express a lot of interest in this product. It would be key to ensure access and knowledge of the database to other donors and UN agencies, and ensure knowledge by the RCO who could serve as support for the database in the regions. A strategy of how this database will be used needs to be developed.

142.   Since the in country visit, the team has launched the "ETHIOCRAFT" which makes this information publicly available, an important source of sustainability and for knowledge sharing.

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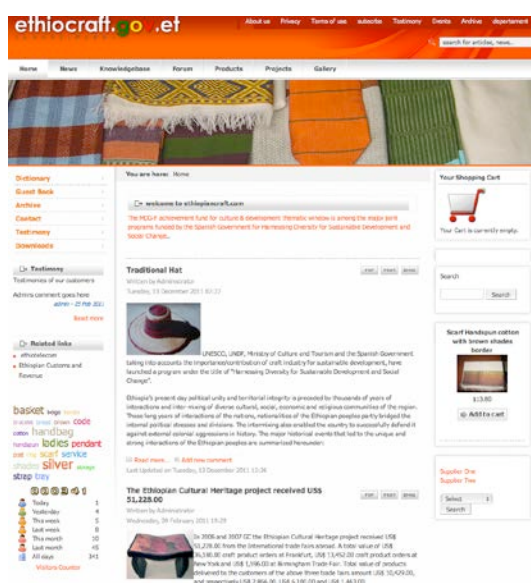
[20] Monitoring report for June 2011 presents five outputs as originally envisioned by the PRODOC

143.   Trade fairs organized in Addis Ababa and Harar, where producers exhibit and sell their products. At least in Addis Ababa this will be replicated again with GOE funding.

144.   In regards to activity 3.3 the consultant was able to observe many of the **equipment and materials** procured by the Programme, as well as the location where the training took place, which in the case of Tigrai was the building assigned for LCRC. These were adequate and appropriate for the purposes intended, and many (such as the weaving machines or tools to handle the leather) will remain as resources for the LCRCs

145.   In regards to **skills training**, the consultant was able to meet with beneficiaries, and was informed that skill development training for artisans had been conducted with emphasis on the participation of women with the view of increasing women's economic opportunities. The consultant was unable to determine how many had been trained, and at least one region visited had not initiated training. This information did not appear in any of the documentation presented, although some of the regions were able to provide great detail. Some regions have not yet begun the process of training. The trainees interviewed were all very positive about the training and the new skills and designs acquired. In some cases trainees had been already working in the sector, sometimes in associations, and had obtained skills for new designs or more complex methods. In other cases the trainees had no previous knowledge of the art and were happy to have a potential source of income.

146.   Discussions with the SME and women agencies in the region highlighted the challenges towards ensuring association after the training takes places, although the minimum number of members required has been cut from 10 to 5. In one region none of the trained potters or leather workers had joined the associations, and only half of the trained weavers and basket makers had. Lack of funds available at the end of the training was cited as one of the reasons why the trainees had not joined the associations, but it is impossible to know if this is the sole or even the main reason behind the failure of the initiative. For example, the Programme did not identify criteria for the selection of the beneficiaries, which was determined by the regions, and some times by the implementing agency, for example the SME, and which might have an important impact.

147.   In regards to establishing linkages within the industry or other industries, the Programme has concluded a study identifying these linkages, but no further progress was observed.

148.   The consultant observed that when the links to the market were already in place, benefits from the training easily arose, as was the case observed in Addis with the association of weavers who had recently obtained a large order from a hotel, or the association of potters interviewed who confirmed increased economic income as a result of the new and more sophisticated models. When there was no easy access to markets, such as in small *woredas* in Tigrai, where neither the weavers

nor basket makers had been had been unable to sell any of their products although the training had taken place more than nine months before.

149.   No progress was observed or reported in regards to advocating or lobbying to secure preferential treatment status for purchasing cultural products in government procurement regulations was reported or for activity 3.4 Artisans empowered and their social status improved through the mobilization of artisans and community awareness, which could be linked to outcome one.

150.   No progress was observed for activity 3.5, Development and enhancement of other cultural industries such as music, film and books; activity 3.6 A cultural tourism strategy based on culture branding identity; activity 3.7 Capacities of existing enterprises strengthened and community initiatives started; or activity 3.8 System for enterprise support and development established.

-    The programme produced a detailed proposal for the establishments of six Living Cultural Resource centers (LCRCs) indicating the locations jointly identified with the respective regional authorities, means of acquiring the facilities, identifying the necessary equipment/materials for the center, and results of community consultations. These LCRC to be established in the six regions of the project constitute and attempt to ensure sustainability to the project[21]. The consultant was able to visit two of them. The LCRCs in Harrar and Addis Ababa will be done in collaboration with the Spanish Cooperation and would appear to be an interesting inter agency proposal. The government will provide the building while the Programme is in charge of procurement and any actual reconstruction necessary. It is expected that this part of the process will increase implementation rate for outcome three significantly. The Programme has commissioned an in-depth study to identify usefulness and sustainability, as well as acquisition and procurement.

151.   However, the link of how the Programme activities will link in with the LCRCs was not made clear. Further, during the evaluation concern was expressed about how to ensure the quality and sustainability of these initiatives given previous similar attempts in Ethiopia have failed. Given the expected high level of investment of this element of the Programme, it will be key to ensure that a clear strategy is in place so that these do in fact continue to function and fulfill the goal intended in the program.

152.   Overall outcome three appears to be the outcome that is most behind schedule. Given the time remaining, even assuming a 6 or 12 month extension, it is unlikely the Programme would be able to achieve all the objectives set out in the initial plan. A request for extension would require realistic planning of what can be achieved taking into account not only funds available (7%of current yearly budge allocation is for contracts), but also of what the program is better positioned to achieve. Programme needs to centralizing information so that this type of information can be easily accessed by the management team.

Conclusions

A. Design quality, relevance and coherence

153.   The initial Programme succeeded in identifying culturally appropriate solutions for national problems such as poverty and incipient religious conflict. The Programme's objectives were relevant but ambitious given the time and resources allocated to it. The Adama exercise did not achieve its aim to scale down and refocus the program. While the number of outcomes was reduced, the team continues to implement and report in line with the original structure, with the

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[21] the function of the MCRCs, as envisioned by the PMT would be "LCRC's will serve as the training center for artisans (technical skill, marketing, sales, accounting, management); as sales outlet for tourists; as design 'house' where products can be designed; centre to create opportunities for different producers to access micro finances in order to invest in improving their production; creative communication platform for the surrounding communities not only to learn from each other, but also to respect and protect their common heritage; showroom for promoting export of Ethiopian handicrafts; a workshop where artisans work every day on their creativity; and serve as a museum and a point to collect information (data bank). Through LCRC's the employment opportunities and income generated through the craft industries enhanced. "

exception of institutional capacity building, "enhancing cross cutting capacity at the Federal and Regional Levels" which appears to have disappeared.

154.   Program's **internal coherence** should be strengthened by ensuring that search for cultural common ground includes areas such as gender and social discrimination of artisans. **External coherence** with National priorities remains strong, but there is not a significant alignment with the UNDAF priorities.

155.   The MTE confirmed high level of **national ownership** from MOCT at both Federal and regional level, as well as active participation of civil society. Implementation of the JP has been mainstreamed into the national mechanisms and Ethiopia's decentralized system, however the Programme has not been able to engage in a substantive way other Ministries that could have strengthened the Programme.

156.   Raising awareness on the potential of culture and cultural heritage as a source of economic development is one of the Programme's main potential benefits. In order to achieve this goal the Programme will need to be in a position to provide evidence of this link. The monitoring, communication and reporting structure will facilitate identification and advocacy of such evidence.

157.   The PRODOC identified weak institutional capacity as a weakness, yet it has not addressed this in a comprehensive manner. Current methodology of addressing individual gaps with brief workshops does not appear to be sufficient, developing a comprehensive capacity building strategy will be key to ensure sustainability.

158.   Programme's contribution to **MDG** 1 will not be secured unless links between beneficiaries and the markets are established. Addis Ababa, with it's direct access to the tourism market is less risky than the other locations. The Programme's contribution to MDGs 3 and 7 have thus far been tangential, contribution to MDG 3 should be strengthened.

159.   Significant delays in disbursement have had negative impact on the Programme. In order to address this UNESCO agreed to pilot HACT in Ethiopia in May of 2011, an important achievement in the context of delivering as ONE, however during the MTE it was observed that disbursements to the regions continued to suffer a four to six month delay, which would make any further disbursements arrive to the field after the end of the Programme. UNESCO would need to ensure it is able to process any future disbursements in a reasonable time as this kind of delay would mean funding would arrive after the end of the Programme.

160.   The Programme's aim to covers **six regions** is manageable for some activities, such as training or those related to Outcome 2, but has proven challenging to maintain real oversight and support from the central level. The current PMT structure is not sufficient to ensure appropriate levels of supervision and technical support and would need to be revised.

161.   The Programme lags significantly behind schedule, with the exception of Outcome 2, it is highly unlikely that the original objectives can be met, or even with a six month extension.

B. Efficiency of its management and implementation model

162.   Responsibility for most of the weaknesses identified in this report rest with the PMC, as the structure that ensures technical oversight, quality control and vision. This lack of engagement from a management level has weakened impacted the Programme. Leadership needs to be strengthened, and responsibilities of PMC members clarified.

163.   The coordination and management mechanisms in place are weak and insufficient. There is no joint Programme as such, UNDP and UNESCO work independently with little interaction.

164.   The Programme has multiple activities and some significant achievements, but lacks strategic vision and leadership. Distribution of responsibilities between members of the

management team are unclear, and Programme coordinators have failed to engage in some of their key responsibilities. Current staffing levels are inadequate. The PMT needs at least one member with sufficient seniority and expertise to engage with other UN agencies and donors at a management level, with full support of UNESCO and UNEDP management.

165.   Staffing levels seem are insufficient but also inadequate. In order to move forward the Programme needs the full support of the UNESCO communications officer to lead the communications and advocacy plan; a monitoring and reporting officer; and a Programme coordinator with sufficient seniority and previous expertise managing a similar program in order to be in apposition to fulfill the responsibilities put forward in the TOR that could ensure the Programme's success. The coordinator will need the support of the UNDP, UENSCO and RCO, especially as he/she will be joining the Programme very late.

166.   The country team's decision to merge the MDG-F Steering Committee with the HLSC is in line with the Aid Effectiveness agenda objectives, however, the team will need to ensure that this does not lead to dilution in a larger context., and ensure enough time is assigned to each programm's progress and challenges.

167.   The MTE concludes that given the delays suffered by the Programme, the already extensive agenda which will need to be reduced, and the little evidence available to link culture, children and HIV/aids, it would be convenient to extract these from the Programme areas of focus, while the focus on **youth** should continue to be strengthened.

168.   The MTE concludes the Programme is uniquely positioned to ensure similar programmes in the future include a **gender** perspective, and should strive to do so y ensuring it is visibly included.The communication and advocacy strategy is key to ensure visibility of the Programme and its achievements. This could help to raise funds to continue with the activities once the MDG-F funding is finished, and should be considered a priority. More thought should be put to ensure that programme programme completed outputs/activities ie. studies, trainings, etc many studies are made visible and available for use by other stakeholders. Given the extensive delay in starting its implementation, the plan will need to be updated and aligned with an exit strategy, and will need the support of a professional communications officer, fully integrated into the Programme.

169.   The Programme's **monitoring** structure needs to be strengthened with systematic data collection, and ensuring analysis of data collected feeds into management decision making. This will be key to ensure that knowledge, best practices and lessons learned from the experience are systematized and available for use once the Programme is over.

170.   **Financial monitoring** responsibility needs to be shared between the National and UN partners. PMC will need to respond to issues of misuse of funds reported during the MTE.

171.   **Knowledge management and Information flow** are currently one of the greatest weaknesses of the Programme. There appears to be no centralized information, and details provided for the MTE were some times inconsistent or even contradictory. This has an impact on both management and quality oversight.

172.   Lack of a knowledge management and information flow, together with weak monitoring and insufficient capacity at the central level directly impacts the team's ability to provide rich and quality **reports** that adequately portray the program's progress, achievements and challenges. The proposed changes would provide sufficient available resources together with the underlying data necessary to ensure proper knowledge management of the Programme.

c. Effectiveness and impact

173.   The program has succeeded in highlighting the potential of arts, crafts and cultural heritage as a source of economic development. Increased attention to the sector both from international donors and the government was reported, for example, the establishment of the first national industries development plan, with participation of the Programme coordinator base in

MOCT. In order to strengthen this view the Programme will need to provide evidence, and make this evidence make it available to other stakeholders.

174.   The Programme has achieved some significant progress under **outcome one** towards the identification of prevailing common cultural and religious values, while promoting good participatory methods, such as bringing together the government, academia and the communities, a best practice and a first for the MOCT. It has also brought together fragmented initiatives from different academic institutions. Although efforts have yielded some important results, such as the *"participation manual for intercultural dialogue"*, there needs to be more clarity as to what (measurable) results the Programme hopes to achieve (beyond identification of activities). Given that it looks to create behavioral and attitudinal change, which requires sustained intervention, the Programme needs to engage with other stakeholders able to provide continuity, while ensuring greater focus on gender and social discrimination of artisans (the FUJA).

175.   **Outcome two** has been developing according to schedule and seems to profit from clear vision of the implementing partner, the ARCCH. Achievements, progress and sustainability are clear. It is key for the Programme to make visible its results for t so that they can be built on instead of duplicated by other donors entering into similar activities.

176.   Nearly half the programme's budget has been allocated to **outcome three,** making it a key element towards the overall success of the Programme, and should be therefore also be the focus of the exit strategy. Although a priority for the government, outcome three appears lagging behind, and most in need of a concrete strategy to achieve the main objective, mainly income generation for the beneficiaries. Current implementation strategy does not guarantee that this will happen.

177.   In regards to the LCRCs, the MTE concludes they are a key component for the Programme as a potential multiplier effect that could provide visibility to the artisans, a resource for learning, and a link between the producers and the tourist market. Given extensive delays there is a high risk that these investments may end up underutilized or fail to fulfill their intended role. The management of the LCRCs was identified as key to its success and more thought should be put into how they will be sustained after the Programme.

178.   The Programme needs to begin engaging with other stakeholders to share its findings and ensure continuity of its initiatives. The MoCT has recently established a task force that includes all institutions within the ministry, and participation of the Programme coordinator based in MoCT. This task force will invite all donors to and share experiences and lessons learned. This initiative is key and should be strongly supported by the Programme.

Recommendations

This section identifies Key recommendations that address the weaknesses identified during the MTE.

Given the Programme is due to terminate 5 months from the completion of the final evaluation report, the consultant recommends that a deadline is agreed between the Secretariat and the Country management team of no more than two months. If by this time the recommendations put forward have not been addressed to the Secretariat's satisfaction, the MTE would advise against a no-cost extension, and would recommend only a partial disbursement of third year funds, to be agreed between the Secretariat and NSC, to ensure responsible finalization of limited ongoing activities.

1. The MTE recommends the PMC develop **a scaled down revision** of the current program to be reviewed and approved by the MDG-F and NSC. This scaled down version should:

    1.1. take into consideration strengths and weaknesses as well as competitive advantage as described in this document. Regional coordination officers should be fully engaged in this discussion.

1.2. Outcome three will be the main focus of this revision, and should include a cost and viability analysis of any activity proposed to continue

1.3. Outcome 2 does not need to be revised

1.4. The scaled down revision will need to identify SMART (specific, measurable, achievable, relevant, and time bound) results for outcomes one and three. Identification of activities, such as number of workshops or trainings would not be sufficient.

1.5. The revision should ensure increased focus on youth, gender and a comprehensive strategy to ensure institutional capacity development of the MOCT and BOCT.

1.6. Given the high level of investment and risk attached to the LCRCs, the consultant recommends that the revised version focus on developing two pilots during the remaining time of the Programme, although procurement and contracts for implementation for the others could take place towards the end of the Programme once these pilots are functioning and have been assessed. The consultant strongly recommends that private outside resources are engaged, (what the commissioned report describes as "private Backing Up Base") both for the set up and the first year management of the pilots. The consultant(s) engaged should have previous experience setting up a similar Programme. The LCRC manager has been identified as a key element for success, for this reason the revision should include at least one year salary. In agreement with the Secretariat, it may be agreed to continue with the infrastructure part of all 6 LCRCs, but only as long as the sustainability of the pilots is guaranteed and funding for the sustained management of the other four is identified.

1.7. The proposal will need to identify human resource funding costs (currently between 7-10% of the total program budget), including the changes recommended in this report.

1.8. The proposal should include a Strategy for knowledge management and centralization of information (studies, lessons learned, manuals, etc.) as well as internal information (regional reports, monitoring reports, implementation rate, etc.) so that information is easily accessible by all parties, and can be used for decision making and reporting. The recently launched website could house this information with different levels of access depending on the nature of the information. A clear strategy on how this will be done should be part of the proposal presented to the Secretariat.

2. Programme leadership needs to be strengthened.

2.1. The proposed plan will clearly identify responsibilities assigned to each participating agency, both within the UN and the GoE, both in regards to implementation of activities, quality, technical and financial oversight. Greater involvement of UNDP, beyond it's implementing/budgetary activities, is encouraged. Past experiences with the MDG indicate that strong leadership from the UNRC is key to ensure programme's success.

2.2. PMC meetings should take place at least quarterly, more often if necessary. Although participation of AECID is not envisioned in the PRODOC, it would be considered beneficial to include them as it is the Programme donor as wells as one of the main stakeholders in the area of Culture in Ethiopia, uniquely positioned to provide technical input as well as possibly continuity to some of the initiatives. This would also address their request for increased involvement in the program.

3. Given the time constraints UNESCO will need to be in a position to guarantee improved financial flow. The PMC will need to respond to the misuse of funds issues reported during the MTE.

4. The Programme will need to **revise current PMT staffing** as per conclusions, mainly:

4.1. The Programme Coordinator or assistant Programme coordinator's position, responsibilities and authorities need to be upgraded to an adequate Programme Management level.

4.2. Responsibilities of each PMT member should be clearly assigned. Given there is already a finance officer the consultant recommends that the UNESCO administrative assistant is replaced with a monitoring and reporting officer familiar with the UN and its mechanisms who would be in charge of in charge of knowledge management and analyzing data collected by the regional officers for management decisions and reporting , and who would work closely with the communications officer.

4.3. UNESCO will need to confirm sufficient availability of its communications officer so that he may lead the advocacy and communications plan. He would also be in charge of ensuring internal and external information flow, training of BOCT staff, centralization and quality control of all communication products.

5. **Coordination mechanisms** need to be strengthened. The PMT needs to meet weekly and include regional officers (if necessary by phone), as well as UN focal points, the M&R and communications officers. Minutes of the meetings should be distributed to the team and agency focal points. These meeting should be used to share progress, achievements, lessons learned and challenges. Minutes should be used towards producing a monthly information bulleting for donors and other UN agencies.

Annexes

TBC: To Be Confirmed   C: Confirmed

Monday 7 November 2011		Venue	Remarks
18:50	Arrival at Addis Ababa	**Bole International Airport**	
Tuesday 8 November 2011 Addis Ababa		Venue	
9:00-10:00	Meeting with Mr. Matoko, Firmin UNESCO/ADI, Director and Representative and Mr, Alexandros Makagrikakis, Science Program Specialist	UNESCO Directors Office	C
10.00-11:00	Meeting with JP Team at UNESCO	UNESCO Conference Room	
11:00 -12:00	Meeting with Reference Group	UNESCO Conference Room	
12:00 – 12:30	Meeting with Dr. .jean Pierr Illbido	UNESCO Dr.Jeanpierr Office	
14:00-15:00	Meeting with Director of UNDP and JP team at UNDP, ROC	UNDP, RCO	
15:15-15:45	State Minister, Ministry of Culture and Tourism /MoCT/	MoCT	
15:45-16:30	Project Coordination Office /MoCT/	MoCT	
16:30-17:30	Meeting with Director of Gender, Creative industries and Language and Cultural Values Development Directorates in the Ministry of Culture and Tourism,	MoCT	
Wednesday 9 November 2011 Addis Ababa		**Venue**	
8:30-9:20	Meeting with JP team at UNESCO for any issues to be considered	UNESCO Conference Room	
09:30-11:00	Security Briefing	Security Office	
11:10-12:00	Meeting with Mr. Gizachew Abegaz Addis Ababa Project Coordinator	Addis Ababa Project Office	
12:00-12:30	Meeting with the Addis Ababa Bureau of Culture and Tourism	At the Bureau Head Office	

	Bureau		
14:00-14.45	Meeting with selected process owners in the bureau	At the process owners Bureau	
15:00-16:30	Meeting with the Addis Ababa beneficiary, Weavers	At the weaver's work place	
16:45-17:30	Meeting with the Addis Ababa beneficiary, Potters	At the potter's work place	
Thursday 10 November 2011 **Addis Ababa**		**Venue**	
8:30 – 9:15	Lideta Community representative and Selected Trainees of different skills	Addis Ababa Project Office	
10:00-10:45	Meeting with Authority for Research and Conservation of Cultural Heritages /Beneficiary/ (Hailu Zeleke)	ARCCH Director Office	
10:50-11:30	Ministry of Education/Curriculum Department	MoE	
11:40-12:30	(Meeting with World Bank Project Management Team) ESTD Project	At the project coordinator office	
14:00-15:00	World Bank (Meeting with the World Bank Officials)	The World Bank	
15:15-16:00	Meeting with Spanish Cooperation (Meeting with Ms. Angela Martins, Senior Culture officer, department of Social Affairs)	Cooperation Office	
16:00-17:15	EU	EU	
Friday 11 November 2011 **Mekele**		**Venue**	
9:30-10:30	Meeting with Mr. Berhanu Miruts, Mekele Project Office	Project Office	C
10:30-11:00	Meeting with Mr. Kebede, Tigrai Culture and Tourism Bureau	Ato Kebede Amare Office	
11:00-12:00	With selected Sub process owners in the Culture and Tourism Bureau		
14:00- 15:00	Travel to Wukro,	Project Site	
15:00-15:45	Meeting with women organized on production of basketry	Wukro	
15:45-16:15	Visit the LCRC	Wukro	
16:15-17:00	Meeting with Wukro SME		
Saturday 12 November 2011 **Mekele**		**Venue**	

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8:30-9:30	Travel to Agulea	Agulea Project Site	
9:40-10:15	Meeting with Women organized on Weaving	At the Agulea workshop	
10:30-11:00	Meeting with Wukro Municipality	At the mayor's Office	
11:00-11:30	Meeting with Head of Wukro Women Affairs	Wukro Women Affairs Office	
11:30-12:30	Meeting with Wukro Culture and Tourism Office	Wukro Culture and Tourism Office	
15:00-15:30	Meeting with BoFED	Mrs. Zafu G/Hwiot	
15:30-17:00	Focus Group Discussion at Mekele	Culture and Tourism Agency GM Office	
Sunday 13 November 2011		**Venue**	Remarks
Fly to Addis Ababa **Weekend. In house evaluators work.**			
Monday 14 November 2011 Oromia		**Venue**	
8:30:-09:30	Meeting with Mr. Daniel Deressa, Oromia Project Coordinator	At the Project coordination Office	
09:30-10:30	Meeting with the Oromia Bureau of Culture and Tourism Head	At the Bureau Head Office	
10:30-12:00	Meeting with the Bureau relevant process owners	At the regional Bureau	
14:00-14:45	Meeting With the Regional Women Affairs Bureau Head	At the regional Women Affairs Bureau	
14:45-17:00	Drive to Lege Tafo to meet women pottery	Lega Tafo	
17:00-	Back to Addis		
Tuesday 15 November 2011 Oromia		**Venue**	
8:30-12:30	Meet with beneficiaries at Bishoftu	Bishoftu	
14:00-15:00	Visit the LCRC at Bishoftu	Bishoftu	
15:00-15:45	Meeting with the town Mayor	At the Mayer Office	
15:45-17:00	Meet the town Culture and Tourism, Women Affairs and SMS Bureau Heads	The town Culture and Tourism, Women Affairs and SMS Bureaus	

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17:00	Back to Addis		
Wednesday 16 November 2011 Addis Ababa		**Venue**	
8:30-9:30	Meeting with beneficiary University	AAU	
9:30-10:45	<mark>Meeting with Mr. Admassu Nebebe, MoFED,</mark>	MoFED	
10:50-11:30	Meeting with Ethiopian Orthodox Church beneficiary		
11:45-12:30	Meeting with Islamic Religion beneficiaries		
14:00-15:00	Meeting with Avasion Consultancy, Data Base specialists	UNESCO Conference Room	
15:10-16:00	Meeting with MUYA Plc	UNESCO Conference Room	
16:10=17:30	Ethiopian Artists Award Association	At the association Office	
Thursday 17 November 2011 Addis Ababa		**Venue**	
8:30-9:30	Meeting with Ms. Anne at UNFPA	UNFPA	
9:30-10:30	Meeting with N-TAK Consultancy /ICD Tool kit developer/	MoCT	
10:45-11:45	Meeting with YONAD Consultancy /Market linkage and value chain studies of craft industry/	MoCT	
04:00-05:30	<mark>Debriefing for PMC and Reference group</mark>	RCO Office	
Friday 18 November 2011 Addis Ababa		**Venue**	
	Departure		

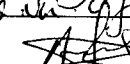23 September 2011   09:569:56 AM
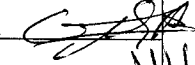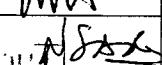
Harnessing Diversity for Sustainable Development and Social Change (HDSDSC)
Mid Term Evaluation Debriefing Session
November 17, 2011,
UNESCO Conference Room
Addis Ababa, Ethiopia

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Donor Mapping : Culture and/or Natural Heritage Projects in Ethiopia									
Project Title	Donor/s	Geographic Scope	Timeframe	Implementation Partner/s	Fund Amount	Project Description	Subsector	Contact Person and Email Address	Remarks
Harnessing Diversity for Sustainable Development and Social Progress	Spanish Funded UNESCO and UNDP Joint Programme	Implemented at the national level and in six regions / city administration. Tigray, Amhara, Oromia, Harari, SNNPR, and Addis Ababa	2009-2012	National level: Ministry of Culture and Tourism (MoCT) six regions : Respective Bureaus of Culture and Tourism (BoCT)	5 million USD	With a view of accelerating the achievement of MDG 1 (eradicate poverty), MDG 3 (promote gender equality), and MDG 7 (ensure environment sustainability), the joint programme aims to utilize culture as a vehicle for economic development, social cohesion, and environment conservation. Consequently the joint programme focuses on achieving the following three outcomes. i) Mutual understanding of commonly shared cultural/religious values and respect for diversity as well as natural heritage conservation strengthened. ii) Cultural and natural heritage including indigenous knowledge better managed, protected, and utilized. iii) The potential of the cultural industries (handicrafts and creative) and tourism harnessed for income generation and poverty alleviation.	Intercultural/ religious dialogue, indigenous knowledge and environment conservation, site management, regulatory and policy framework, capacity building, cultural and creative industries, cultural tourism, cultural infrastructure /museums	Project Coordinator/ MoCT: Akalu W/Mariam w_akalu@yahoo.com Gatu Assefa: Cultural Officer/UNESCO g.assefa@unesco.org Assistant Project Coordinator/UNESCO Kassahun Abate kassahun1996@gmail.com	
Artisanal Crafts Development Project	Spanish Agency for International Development Cooperation (AECID)	Harar and Addis Ababa	Addis Ababa: 18 months commencing 26/10/10 Harar: 18 months starting 14/07/10	Addis Ababa: MoCT Harar: BoCT	Addis Ababa: 720,000 Euros Harar: 500,000 Euros	The project objective is to lay the foundation for Ethiopian artisanal cultural resources by organizing, structuring, staffing, equipping, and developing the national capacity of artisanal craft works and artisans through the development of artisanal craft centers. Addis Ababa: The implementation and operation of the Addis Ababa National Craftwork Centre (1st phase of the project) Harar: The implementation and continuous functioning of the Harar Craftwork Centre (1st phase of the project)	Cultural Industries: Handicraft	Addis Ababa: Desta Kasse at MoCT desta_kas@yahoo .com Harar: Ayub Abdullahi ayabja@gmail.com Spanish Technical Cooperation: María Morgado,Otilia Hernández cultura@aecid.org.et cultura2@aecid.org.et	Gonder and Aksum considered for the second cluster/phase of the project. However, funding not currently earmarked for the second phase.
Cultural Heritage Management Plan preparation workshop	AECID	National	Workshop January 2010	Authority for Research and Conservation of Cultural Heritage (ARCCH)	26,509 Euros	Workshop involving national, regional, and Spanish experts on heritage management. Recommendation: Elaboration of the cultural heritage management plans in every region.	Heritage Management	ARCCH: Dr. Yonas Beyene yonasbeyene.gm@ gmail.com	A proposal to work on the recommendations which includes the elaboration of management plans in all region was presented to the
Heritage Development Project. Restoring and highlighting the importance of the royal palace and the Jesuit church in Dänqäz	AECID	Amhara region	01/10/10 - 31/12/11	Universidad Complutense de Madrid Local partner: Amhara region BoCT	37,780 Euros	Having undertaken a preliminary study in collaboration with the ARCCH and the Amhara region BoCT on the state of all buildings, this intervention focuses on the architectural restoration project of the two buildings.	Conservation: Immovable Cultural Heritage	Universidad Complutense de Madrid: Víctor Fernández victormf@ghis.ucm.es Spanish Technical Cooperation: María Morgado, Otilia Hernández	This project will be the base for future financial support by the Spanish Cooperation's heritage programme. It will be directly managed by the
Addis Ababa International Photograph Festival	AECID	Addis Ababa	31/05/10 - 31/05/11	Desta for Africa	25,000 Euros	Festival provides a platform for networking among photographers, curators, editors, and writers with an aim of promoting images of Africa as well as creating new professional opportunities for photographers in Africa.	Creative industries: Photography	Desta for Africa: Aida Muluneh Aidamuluneh@gmail .com	
Development of cartographic system for tourism promotion	AECID	Amhara region	01/12/10 - 30/06/11	Fundación General Universidad de Alcalá Local Partners: Amhara region BOCT, regional and district institutions, Ethiopian Map Authority, Gondar University and Cadastre Bureau of Gondar	20,000 Euros	Develop a cartographic system in Gonder to enhance tourism development in amhara region. Collaborative effort between Spanish Cooperation, amhara region BOCT, regional and district institutions, Ethiopian Map Authority, Gonder University, and Cadastre Gonder Bureau.	Tourism: Cultural Tourism	Eduardo Martín Agúndez eduagundez@hotmail. com Spanish Technical Cooperation: María Morgado, Otilia Hernández cultura@aecid.org.et; cultura2@aecid.org.et	

					Donor Mapping : Culture and/or Natural Heritage Projects in Ethiopia				
Project Title	**Donor/s**	**Geographic Scope**	**Timeframe**	**Implementation Partner/s**	**Fund Amount**	**Project Description**	**Subsector**	**Contact Person and Email Address**	**Remarks**
Digital Fabrication Laboratory project	AECID	Addis Ababa	2 year implementation period commencing upon receipt of funds.	Addis Ababa University (AAU)	300,000 Euros	Creating a digital fabrication laboratory connected to similar laboratories around the world. It will be located at the Faculty of Fine Arts and Design, and will be fully equipped including human resources.	Creative Industries: Fine Art and design	Addis Ababa University: Bereketnesh Girma bereketnesh@yahoo.com, Aysheshum Tilahun [ayshtola@gmail.com] Spanish Technical Cooperation: María Morgado, Otilia Hernández	
Documentary on Sports/ athletics in Ethiopia	AECID	National	08/08/08 - 08/07/09	Bira Biro Films	25,000 Euros	Production of a documentary exploring the role of athletics as a means out of poverty. Focuses on the female students of Bekoji Athletic School in Arsi.	Creative Industries: Documentary	Daniel Taye Workou birabirofilms@gmail. com	
Restoration of the Mohammed Ali house	AECID	Addis Ababa	01/12/06 - 30/09/07	Addis Woubet (NGO) Addis Ababa City Government	29,000 Euros	Restoration of Mohammed Ali house	Heritage Conservation: Historical Building Restoration	Addis Woubet: Mariamsenna Asfawossen masfawossen@yahoo. com	
Heritage and Democracy Project: Nineteenth and Twentieth Century Archaeology in Ethiopia	AECID	Addis Ababa	17/01/10 - 17/01/11	CSIC - Consejo Superiour de Investigaciones Científicas	17,870 Euros	Training of postgraduate students in the management and study of material heritage of the 19th and 20th century in Ethiopia, emphasizing the relationship between heritage, society, and democratic values. It also entails a field project which serve as an archaeological field school, in which archaeologists, forensic scientists and historians participate. Also includes a theoretical seminar. The field visit takes place in Mahal Meda, 200km to the north east of Addis Ababa, an area of historical (20 century) significance for Ethiopia.	Heritage Conservation	Addis Ababa University: Tekle Hagos thagos12@yahoo.com; CSIC: Alfredo González Ruibal: alfredo.gonzalez-ruibal@iegps.csic.es	
Tourism and Heritage Protection project	AECID	National	27/01/11 - 27/01/12	Universitat de Girona Local partner: Addis Ababa University - College of Development Studies	18,395 Euros	Conduct an extensive review of all tourism related work to date on the premise that a comprehensive study of tourism resources would result in strong linkages with development. Sensitizing the community and the development of community based ecotourism would ensure that tourism serve as an instrument for the conservation of the cultural and natural heritage of Ethiopia.	Tourism : Cultural and Ecotourism	Addis Ababa University: Dr. Mulugeta Feseha mulugetafy@yahoo. com; Universitat de Girona: Lluís Mundet lluis.mundet@udg.cat	
Documentation of Hammer Culture	AECID	SNNPR	27/01/11 - 27/01/12	Universidad de Salamanca Local partner: Addis Ababa University	3,302 Euros	Conduct a systematic research of hammer traditions, and produce a audiovisual product for post graduate students, researchers, development agencies, tourist guides, local governments, and the general public at a regional level.	Cultural Heritage: Safeguarding intangible Cultural Heritage	Addis Ababa university: Debre Yntiso Deko gebred@gmail.com Universidad de Salamanca: Felipe Aixalà Fontderubinat ruibinat@usal.es	
Cultural and Natural Resource Conservation and Promotion	European Union	Undetermined at this time	2012 - 2015 (tentative timeline)	Undetermined at this time	Up to 14 mil Euros	In the design phase and currently consulting with MoCT. Natural and cultural heritage related project foreseen.	Cultural and natural heritage conservation	EU Project Manager Daniela Rofi daniela.rofi@eeas.europa.eu	The name of the project is very likely to change.
Konso Culture, Best Practices and Promotion	European Union	SNNPR, Konso Special Werada, villages of Karat, Fasha, Sawgame, Mechelo, Dokatu, Debana, and Darra Gesergyo.	30 months starting 16/12/10	CISS	500,000 Euros	Enhancing the capacities of Konso communities to recognize, promote, and safeguard their own culture and reducing their isolation by creating spaces and opportunities for cultural participation.	Intercultural dialogue, safeguarding intangible culture, cultural industries and creative industries.	Enrico Castelli/CISS Ethiopia Country Representative Almaz Mengesha/EU focal point: Almaz.MENGESHA@eeas.europa.eu	
Establishing a museum within the Abba Guerima Monastery	French Embassy	Adwa, Tigray	Expected start date June 2011	Patriarch Bureau	Information not available	Renovation of the building, and additional buildings for offices, restroom, and security guard quarters	Cultural Infrastructure: Museum	Daniel 0911 862430 Jacques Mercier 25105@free.fr	
Promoting and improving products of artisans in Gonder	French Embassy Cooperation project Gonder Vincennes	Gonder	Information not available	Gonder City Administration, Culture and Tourism offices, Vincennes, Ploughshare Women's Craft Center	Information not available	Improving the quality of local products, increasing the capacity of the artisans, and expanding the market for products.	Cultural Industries: Handicraft	Tesfalem Abera: tesfalemabera@yahoo.com	Due to technical constraints, the project to be financed by the FSD fund has been suspended. Through the cooperation, the Gonder Vincennes project is ongoing

Project Title	Donor/s	Geographic Scope	Timeframe	Implementation Partner/s	Fund Amount	Project Description	Subsector	Contact Person and Email Address	Remarks
Renovation of the former Islamic Court of Harar into a patrimony	French Embassy and Harari Regional State	Harar	18 months October 2010	BoCT Harar	466,614.60 ETB (French Embassy) 78,298.20 ETB (Harari regional state)	Establish a heritage house that associates with the Harari Heritage Conservation Office and the National Museum.	Conservation: Immovable Cultural Heritage	Emad: emadab2003@yahoo. Com, Philippe Revault: revaultphilippe@gmail. Com, Serge Santelli: Serge.b.santelli@gmail. com	
Book Binding Training, restoration, and improving Sherif City Museum	French Embassy	Harar	18 months April 2011	Sherif City Museum	425,106 ETB	Training on book binding. Revitalize the practice and knowledge of book binding through training.	Cultural Industries: Book Binding	Abdulla Sherif: abdelasherif@yahoo.com	
Collection Management of the National Museum of Ethiopia	French Center for Ethiopian Studies	Addis Ababa	1992 - present	ARCCH, French Center for Ethiopian Studies	In excess of 500,000 Euros	Since 1992, this partnership is aimed at improving the management of the collections of the National Museum of Ethiopia, their preservation, study, and enhancement through exhibitions. Paleontological, prehistoric, and historical collections are of particular concern.	Cultural Infrastructure: Museum Collection Managment	Director of the French Center for Ethiopian Studies, cfee@ethionet.et	Partnership established since 1992, through the appointment of specialists and volunteers paid by the
Exploring Early Islam in Ethiopia.	French Center for Ethiopian Studies	Yifat, Eastern Shawa	2006 - present	ARCCH, French Center for Ethiopian Studies, Debre Berhan University, French National Institute for Preventive Archeology	100,000 Euros since 2006	Discovery and rehabilitation of 13th-14th century mosques, in order to highlight the contributions of Muslim societies to the historical heritage of Ethiopia.	Conservation: Immovable Cultural Heritage	Dr François Xavier Fauvelle, head of Mission, fx.fauvelle@yahoo.fr	
Lower Omo Valley Paleontological and Prehistoric Mission	French Center for Ethiopian Studies	Lower Omo Valley	2006 - present	ARCCH, French Center for Ethiopian Studies, French National Center for Scientific Research (CNRS), Poitiers University	Since 2006, annual budget 35,000 Euros	Research surveys on sites inscribed on World Heritage list, observations of their state of conservation and cartography of the sites not completed at the time of inscription.	Conservation: Immovable Cultural Heritage	Dr Jean-Renaud Boisserie, jean.renaud.boisserie@univ-poitiers.fr	
Lalibala Archeological Mission	French Center for Ethiopian Studies	Lalibela	2009 - present	ARCCH, French Center for Ethiopian Studies, French National Center for Scientific Research (CNRS), French National Institute for Preventive Archeology (INRAP)	15,000 Euros annual budge since 2009	Archeological and historical study of the evolutions of the site of Lalibala since the 13th century to present. The outcome of this research will provide a new understanding of this important Ethiopian heritage site and contribute to its preservation. An exhibition of the main results will be presented at the cultural center built by the EU.	Conservation : Archeological and Historical Study	Dr Claire Bosc-Tiessé, claire.bosctiesse@free. fr	
Ethiopian Ecotourism Development Program	USAID and PEPFAR	Central and Southern Rift Valley, Bale Mountain National Park, and Awash National Park	July 2008 - July 2013	Counterpart International prime :Ethiopian Wildlife and Natural History Society and SNV subs.	6 million USD (of which 1 million is from PEPFAR)	The objective is to enhance environmental protection and economic development through the development of sustainable tourism via: 1) Biodiversity conservation through sustainable tourism; 2) Economic development through sustainable tourism; 3) Creating an enabling environment for sustainable tourism (education, nutrition, gender, and policy reform)	Tourism: Ecotourism	Kevin Smith,/USAID: Kevsmith@usaid.gov Bedilu T. Shegen/ Counterpart International: bshegen@counterpart.org	

Donor Mapping : Culture and/or Natural Heritage Projects in Ethiopia

Donor Mapping : Culture and/or Natural Heritage Projects in Ethiopia									
Project Title	**Donor/s**	**Geographic Scope**	**Timeframe**	**Implementation Partner/s**	**Fund Amount**	**Project Description**	**Subsector**	**Contact Person and Email Address**	**Remarks**
Ethiopia Sustainable Tourism Development	World Bank	National	2009 - 2014	MoCT	35 mil USD	The goal is to contribute to enhancement of the quality and variety of tourism products and services in targeted destinations so as to increase the volume of tourism, foreign exchange earnings, and jobs. There are four components to the project, the first component being destination development. This component will have three sub components: 1) the rehabilitation and enhancement of basic infrastructure in key historical sites; 2) visitor services enhancement in selected destinations; and 3) tourism product development. The second component is market development. This component will focus on promotion and marketing activities. It will have the following two sub-components: a) positioning and marketing; and b) a demand driven linkages program utilizing a matching grant scheme and providing support to communities. The third component is institutional development and capacity building. This component will aim to build capacity in sector management through supporting existing and new institutions. This component will particularly put an emphasis on fiduciary (procurement and financial management) and safeguard compliance activities. In addition, it will support the set up of result tracking systems as well as periodic reviews, including the mid term review and the completion report .	Tourism, cultural heritage conservation, cultural industries, cultural infrastructure/museums	Project Coordinator: Jemal Kedir: moctesdp@yahoo.com 0910 623585	
Economic Sector ESW	World Bank	National	April to June	Analytical work	Not applicable	Study on Ethiopia's new national tourism policy implementation	Tourism Policy	World Bank Consultant: Antia Portillo	
Afromontane Ecosystems Conservation Project	Frankfurt Zoological Society (FZS) and EU	Afro-mountain areas in Amhara NRS	Information not available	EWCA, Amhara BCT, Abune Yospeh Community Conservation Area, Bale Mountains National Park, Guassa Community Conservation Area, Simien Mountain National Park	Information not available	Conservation of Afromountain areas in northern Ethiopia (Guassa Community Conservation Area, Abune Yoseph Community Conservation Area, Simien Mountains National Park, Borena-Sayint Regional	Natural Heritage Conservation	zelealemtefera@fzs.org	
Bale Mountains Conservation Project	FZS (27%) EU (73%)	Bale Mountains National Park	01/01/2009 - 31/12/2013	EWCA, OFWE	3,421,933 (of which approx. 2,566,000 is available for the Bale Mountains	Support to Bale Mountains National Park with the implementation of a general management plan	Natural Heritage Conservation	thadaighbaggallay@fzs.org	
Community Afromontane Monitoring Project (CAMP)	FZS/ UK Darwin Initiative	Bale, Guassa, Abune Yoseph	April 2009 - March 2011	EWCA, OFWE, Amhara BCT, Abune Yoseph Community Conservation Area (Amhara North Wollo), Bale Mountain (Oromia Bale Zone), Guassa Community Conservation Area (Amhara North Shoa Zone)	300,000 Euros	Support communities to monitor and regulate natural resource use	Natural Heritage Conservation	derejetadesse@fzs.org	
Hunting for Sustainability in Africa	FZS/EU	Mago, Southern Region, Bale Zone, Oromiya	2009 - 2012	EWCA, OFWE, Lower Omo Area of SNNPR, Bale Mountains area of the Oromia Region	Information not available	Research into the Sustainability of hunting	Natural Heritage Management	Dr Anke Fisher: Anke.Fischer@hutton.ac.uk	

Project Title	Donor/s	Geographic Scope	Timeframe	Implementation Partner/s	Fund Amount	Project Description	Subsector	Contact Person and Email Address	Remarks
						Donor Mapping : Culture and/or Natural Heritage Projects in Ethiopia			
EAE (Encyclopedia Aethiopica)	German Research Council (DFG), Private foundations (GEIT, Thyssen, Buch, DeutschAthiopische Stiftung, German Israeli Foundation	Ethiopia and Eritrean and Horn of Africa	Late 1980's - 2012	DFG, Thyssen Stiftung, German Israeli Foundation, Zeit Stiftung, DeutschAthiopische Stiftung, Universität Hamburg	3.5 million Euros	Encyclopedia on Ethiopian History	Cultural Heritage: Documentation	alessandro.bausi@gmail. com	
Tigrinya German Dictionary - German Federal Foreign Office	Information not available	Ethiopia and Eritrea	Information not available	German Federal Foreign Office	6,000 Euros	Dictionary	Culture Heritage: Documentation	tesfaytewolde11@yahoo.com	
Ethiopian-German Archaeological Mission to Hawelti, Yeha and surroundings in the framework of preparing the Master Plan of the Axum and Yeha Tourism Development Project (Tigray)	Federal Republic of Germany	Tigray	2009 - 2010	(ARCCH) and Tigrai Cultural and Tourism Agency (CTA), Sana'a Branch of the German Archaeological Institute (DAI)	Confidential	Research on the cultural relations between the northern Horn of Africa and Southern Arabia mainly during the 1st Millennium BC. The aim is among others to examine the multifaceted manifestations of culture and technology transfers systematically and to clarify the causes and scope. There is evidence of intensive political and cultural contacts between the Abyssinian highlands and ancient South Arabia from prehistoric times up to the 6th century AD. Around the 8th century BC the strong influence from the South Arabian territorial state of Saba on the region of Tigray in northern Ethiopia and parts of southern Eritrea led to the foundation of an Ethio-Sabaean community named Di'amat.	Archaeological Mission	Dr. Iris Gerlach, dririsgerlach@aol.com, dai.sanaa@y.net.ye, www.dainst.de	
The Almaqah Temple at Meqaber Ga'ewa / German Archaeological Institute, Orient. Dept	Annual funding by the German Archaeological Institute: In 2009 additional funding provided by the German Ministry of Foreign Affairs	Meqaber Ga'ewa near Wuqro , Tigray	2008 - present	Tigray Culture Agency	10,000 Euros per year since 2008. 2009 additional funding provided by German Ministry of Foreign Affairs (35,000)	Excavation and conservation of the temple of Almaqah (1st cent. BC) and its outstanding cultural objects; archaeological investigation of its surroundings; establishment of an on-site museum	Conservation: Immovable Cultural Heritage Cultural Infrastructure/Museum	Prof. Dr. Ricardo Eichmann (re@orient.dainst.de); Dr. Pawel Wolf (pawel_wolf@yahoo.de)	
Goethe-Institute: Support for ZOMA Contemporary Art Center (ZCAC) Dire	Goethe- Institute	Dire Dawa / Harla	Fall 2011 - mid 2012	Curator: Meskerem Asegued; Elias Simé	30,000 Euros	ZCAC will be an artist-in-residence center built with natural materials according to environmental and heritage standards	Creative Industries: Contemporary Art Center	yonas.tarekegn@addis.goethe .org	
Goethe-Institute: Musical Heritage of the Gammo Replayed	Goethe- Institute	Addis Ababa	June-11	Gammo Community in Addis Ababa, Alliance Francaise	4,000 Euros	Music residency of a German and a French musician with Gammo community near Addis Ababa, 3 concerts, CD production (planned)	Creative Industries: Music	elke.kaschl@addis.goethe.org	
Goethe-Institute: Exhibition with Historic Photographs of Frobenius Expedition to Ethiopia 1950/51	Goethe- Institute	Addis Ababa, Jinka	January-11	Frobenius Institute, Museum of Ethiopian Studies, South Omo Research Center Jinka	1,000 Euros	Exhibition in Addis and Jinka with historic photographs about the Frobenius Expedition 1950/51 shown for the first time in Ethiopia	Creative Industries: Photograph Exhibtion	elke.kaschl@addis.goethe.org	
Goethe-Institute: Azmari Tessema Eshete - First Ethiopian Music Recordings	Goethe- Institute	Addis Ababa	March-10	UNESCO, Addis Ababa University / Institute for Ethiopian Studies, French Center for Ethiopian Studies, Francis Falceto (èthiopiques music series)	3,000 Euros	Restoration on CD of historic music recording by Azmari Tessema Eshetè recorded as the first Ethiopian recordings in Berlin from 1908-1910, conference, exhibition. Part of 9th Ethiopian Music Festival.	Creative Industries: Music	elke.kaschl@addis.goethe.org	
Climate Protection and Preservation of Primary Forests – A Management Model using the Wild Coffee Forests in Ethiopia as an Example	Information not available	Kafa Zone, SNNPR State	Information not available	Bureau of Finance and Economic Development, Bureau of Agriculture, BoCT and Agency of Mines and Energy	Information not available	The project aims to preserve the afromontane cloud forest in Kafa Zone, southwest Ethiopia, through avoided deforestation, to maintain its significant carbon storage capacity, and to safeguard the provision of ecosystem services. The overriding goals include reducing carbon dioxide emission as a result of deforestation and forest degradation in Kafa UNESCO Biosphere Reserve.	Natural Heritage Conservation	Sisay Nune, nune.sisay@gmail.com or sisay.nune@nabu.de	

Donor Mapping : Culture and/or Natural Heritage Projects in Ethiopia									
Project Title	Donor/s	Geographic Scope	Timeframe	Implementation Partner/s	Fund Amount	Project Description	Subsector	Contact Person and Email Address	Remarks
Advisor to the Harari National Region, Economic Development and Heritage Protection - GIZ CIM Expert	Information not available	Harari Regional State	Information not available	Harari Regional State Administration	Information not available	Analyzing the development of the old and new city of Harar; Improve the socio-economic condition of the inhabitants and their livelihood, without compromising its unique heritage; Monitoring, controlling and evaluating the implementation of the development and structural plan	Conservation: Heritage and Development	arianna.briganti@cimonline.de	Expert funded through GIZ-CIM
Scientific Staff, University of Mekelle	Information not available	Tigray	Information not available	University of Mekelle	Information not available	Research and Teaching on Ethiopian History	Ethiopian History	wolbertsmidt@yahoo.de	Expert funded through German Academic Exchange Service
Proceedings of the 2nd International Enno Littmann Conference, Aksum, 2006, on Ethiopian heritage. -	Orbis Aethiopicus e.V. / Goethe-Institute Addis Ababa	Northeast Africa, with focus on Tigray	Information not available	Tigray Tourism and Culture Commission (now Agency), Sheba College Aksum, Municipality of Aksum, Mekelle University, Prof. Dr. Steffen Wenig / Humboldt-Universität Berlin	Information not available	The proceedings assemble scholarly contributions of participants of the 2nd International Enno Littmann Conference which took place in Aksum in 2006 in commemoration of the 100th anniversary of the Deutsche Aksum-Expedition (German Aksum Expedition) of January 1906, focusing on oral, manuscript, architectural and other cultural heritage of northeastern Africa, with focus on Tigray. The aim is to make these researches accessible, together with visual heritage (Ethiopian paintings etc.).	Cultural Heritage	Dr Wolbert Smidt, Associate Professor in Ethnohistory, wolbertsmidt@yahoo.de	last stage of preparations (all texts submitted, reviewed and corrected, currently layout to be sent to the publishing house)
International Workshop on Museology, Mekelle University (ca. November 2011). -	Donors: Mekelle University, NORAD (probably), Volkswagen-Stiftung (probably)	Northeast Africa	Information not available	Mekelle University (Department of Heritage Conservation)	Information not available	The aim of this workshop is to enhance the capacity of university staff, cultural agents and international actors in the field of museums in Northeast Africa, especially in Ethiopia, to efficiently build up museums as instruments of preservation and documentation of heritage (in the wide sense), which is of particular importance in this period marked by the preparation of new museums in the region.	Cultural Infrastructure: Museums	Dr Wolbert Smidt, Associate Professor in Ethnohistory, wolbertsmidt@yahoo.de	
Ethno historical research in Yeha and Wuqro and surroundings	German Archaeological Institute (DAI)	Tigray	Information not available	Tigray Tourism and Culture Commission (now Agency)	Information not available	This research aims at the documentation of the oral heritage of the region, with focus on elements which can be used to understand ancient cultural traditions and document elements of ancient historical knowledge useful for the interpretation of archaeological findings. In addition, toponyms and ethnonyms are documented and interpreted, and oral tales (oral literature) to be used in a later tourism development plan.	Ethno Historical Research	Ethno historical field director: Dr Wolbert Smidt, Associate Professor in Ethnohistory, wolbertsmidt@yahoo.de	
Publication of the History of Wallagaa by Dr Negaso Gidada.	German Embassy, Kulturabteilung	Wallagaa, Oromiya	Informatin not available	Dr Negaso Gidada		The book of Dr Negaso Gidada relies on a rich collection of oral data, important for the understanding of the oral heritage of the region, and Ethiopia in general. His book is to be made accessible in Ethiopia.	Intangible Cultural Heritage	Dr Wolbert Smidt, Associate Professor in Ethnohistory, wolbertsmidt@yahoo.de	
Restoration and Rehabilitation of Fasiledes Bath	Norwegian Embassy	National	Information not available	MoCT	6.9 million NOK	Project objective was to restore the structure to its authentic form completed according to plan, documentation of the heritage site's history, restoration records, and drawing completed and establish a sustainable relationship between national and international professionals as well as institutions.	Conservation: Immovable Cultural Heritage	Ashenafi Gizaw: gia@mfa.no	
Conflict Resolution and Peace Building	Norwegian Embassy and Peace Program of NCA	National	Information not available	Ethiopian Orthodox Church, Ethiopian Evangelical Church of Mekan Eyesus, Ethiopian Muslim Development Agency.	Approx. 1.5 mil ETB from Norwegian Embassy and additional funded from NCA headquarters	Different initiatives in various parts of the country to resolve religious and ethnic conflicts through joint efforts of three organizations.	Interreligious/cultural dialogue	Tirsit: nca@ethionet.et	As a result of extensive delays the restoration of the bath was completed in 2009. The other objectives could not be achieved.

Please note this is not an exhaustive list of culture and/or natural heritage projects in Ethiopia and only reflects the projects of participating donors/partners. JICA, the Christen Fund, UKAID, the Italian Cooperation, as well as the embassies of Israeli, United States, Japan, China, India, and Italy where invited to participate in the donor mapping matrix. Unfortunetaly, we have not receive feedback at this time. Regarding the information contained in this matrix, in some cases follow up questions were emailed to the respective contact persons. Where no feedback was provided, it has been indicated as "information not available".

Harnessing Diversity for Sustainable Development and Social Change

I. CONTEXT

In contrast to its rich cultural and natural heritage, Ethiopia is among the least developed countries in the world. The devastating impact of poverty is extensive as evident by the latest Human Development index ranking. Ethiopia ranks 170 of 177 countries on the Human Development Index. Historically, state support for cultural pluralism was very limited and institutional capacity continues to be inadequate. Although the various cultural/religious communities have coexisted peacefully for centuries, inter religious dialogue was not encouraged under the former totalitarian regime. As in many developing countries population pressure, environmental degradation, poverty, and global warming endanger Ethiopia's natural and cultural heritage. Moreover, living indigenous knowledge and practices in nature management have not been utilized to safeguard these resources. In addition, the creative industries are not well developed due to numerous reasons including an inadequate legal framework, ineffective implementation of laws, weak operational capacity, and inadequate entrepreneurial capacity. Furthermore, an improvement of the social status of the bearers of cultural traditions in the domain of traditional handicrafts and artists as well as fostering cultural dialogue and enhancing capacity could contribute to enhancing the role assigned to culture on the Ethiopian agenda for development.

Based on the above stated background, the joint programme has put in place a strategy to mobilize the culture sector and utilize the important contribution of culture to poverty alleviation, social progress, and sustainable development. As the joint programme seeks to alleviate poverty, the joint programme is in line with the Millennium Development Goals (MDGs) and the poverty reduction strategy known as the plan for Accelerated and Sustainable Development to End Poverty (PASDEP) (2006-2009/10).

The joint programme aims to further develop ongoing efforts to alleviate poverty (MDG.1) and harness the immense potential of the cultural as well as the natural diversity of Ethiopia towards sustaining Ethiopia's development and social progress. In order to realize this goal, the project will focus on the following objectives.

- Strengthening of intercultural/religious dialogue to foster mutual understanding of heritage and the sharing of common values with a view of contributing towards social process and social cohesion.

1

- Development and implementation of policies as well as legal frameworks for the protection and safeguarding of Ethiopia's natural, and tangible, intangible, mobile, cultural heritage.
- Harnessing the potential of the cultural and creative industries, particularly heritage based activities such as handicrafts, and cultural tourism for income generation, economic development, and poverty alleviation.
- Enhancement of indigenous knowledge and practices of natural heritage management as well as strengthening the link between nature and culture based sustainable development.

II. ROLE AND FUNCTIONS OF THE PROGRAMME COORDINATOR

Role:

Under the guidance of the designated Minister of the executing agency, Ministry of Culture and Tourism, (MOCT), the project coordinator key role is <u>to manage and coordinate the implementation of the joint programme on behalf of all the partners.</u>

Functions

Planning and coordination

a. <u>To support the operational team of the Agencies and Partners in establishing the Work Plans and the Annual Budgets.</u>

b. <u>To timely consolidate the Work Plans and the Annual Budget and present them to the Programme Management Committee (PMC) for review and approval;</u>

Implementation coordination

c. <u>Play the lead role in ensuring that all partners work together to deliver the programme, incompliance with the work plan;</u>

d. <u>To advise the PMC on the implementation of the joint programme and to make recommendations on both substantive and financial issues, including budget revisions;</u>

e. <u>To provide secretarial services for the PMC and to follow up on the decisions taken;</u>

f. <u>To help establish working level coordination mechanisms, including at the sub-national level and generate synergies between different outcomes;</u>

2

g. To support all partner's successful implementation of programme activities through direct assistance and technical and operational advice;

h. To facilitate resolution of disputes among partners and to troubleshoot obstacles to timely implementation;

i. To provide strategic advice on a comprehensive exit strategy.

Capacity development

j. Promote national ownership by supporting the government in its leadership role within the joint programme and strengthen the government's capacity to play this role;

k. Ensure that all joint programme activities priorities sustainable capacity development of the targeted beneficiaries.

Communication and advocacy

l. To drive the articulation of an advocacy and communications plan that advances the policy impacts of the joint programme while putting citizens and their organizations at the centre of local interventions.

m. Facilitate the implementation of the advocacy and communications plan in coordination with UN Agencies and national Partners;

n. To identify strategic partnerships with media organizations and other relevant non state actors with the aim of increasing awareness and visibility of poverty issues and the MDGs.

o. Work collaboratively with citizen groups fostering their active participation in programme management, implementation, monitoring and evaluation.

p. To leverage programme outcomes through advocacy to create broader, systemic change and achieve policy impact.

q. Ensure that programmes are accountable to all relevant partners particularly citizens for delivering programme results making available information as and when needed.

M&E and knowledge Management

r. To ensure the implementation of the monitoring and evaluation plan, in a participatory manner;

s. To ensure that corrective actions are taken as a results of M&E findings;

t. To ensure transparency of the M&E process by disseminating information to partners and relevant stakeholders.

u. To identify and disseminate lessons learnt;

v. To forge links with other initiatives including joint programmes to identify best practices and share lessons with partners.

Reporting

w. To prepare the narrative and consolidate financial information on expenditures for the programme and present them to the PMC for approval, before they are sent to the NSC.

III. COMPETENCIES

Core Values and self-Management:

- Demonstrates integrity by modeling universal values and ethical standards
- Promotes the vision, mission, and strategic goals of the nations and partner agencies
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability
- Treats all people fairly without favoritism

Knowledge Management and Learning

- Promotes a knowledge sharing and learning culture in the office
- In-depth knowledge on development issues
- Ability to advocate and provide policy advice
- Actively works towards continuing personal learning and development in one or more Practice Areas, acts on learning plan and applies newly acquired skills

Development and Operational Effectiveness

- Ability to lead results-based management and reporting
- Ability to lead formulation, implementation, monitoring and evaluation of development programmes and projects, mobilize resources
- Strong IT skills
- Ability to lead implementation of new systems (business side), and affect staff behavioral/attitudinal change

IV. RECRUITMENT QUALIFICATIONS

Education:

A minimum of BA degree in social sciences or other related fields.

Experience:

Minimum 5 years of relevant work in the development field, with a solid experience in managing projects. Networking skills and working experience in international organizations are essential. Hands-on experience in design, monitoring and evaluation of development projects. Working experience with culture and Development programme is an asset. Experience in the usage of computers and office software packages.

Language Requirements:

Fluency in English and national language of the duty station i.e. Amharic knowledge of one more UN official language is desirable.

V. DURATION OF ASSIGNMENT

The National Project Coordinator (NPC) will be offered a ~~six months~~ *one year* contract renewable for up to three years, subject to satisfactory performance.

Harnessing diversity for Sustainable Development and Social Change
TOR for Project Finance officer

I. CONTEXT

In contrast to its rich cultural and natural heritage, Ethiopia is among the least developed countries in the world. The devastating impact of poverty is extensive as evident by the latest Human Development index ranking. Ethiopia ranks 170 of 177 countries on the Human Development Index. Historically, state support for cultural pluralism was very limited and institutional capacity continues to be inadequate. Although the various cultural/religious communities have coexisted peacefully for centuries, inter religious dialogue was not encouraged under the former totalitarian regime. As in many developing countries population pressure, environmental degradation, poverty, and global warming endanger Ethiopia's natural and cultural heritage. Moreover, living indigenous knowledge and practices in nature management have not been utilized to safeguard these resources. In addition, the creative industries are not well developed due to numerous reasons including an inadequate legal framework, ineffective implementation of laws, weak operational capacity, and inadequate entrepreneurial capacity. Furthermore, an improvement of the social status of the bearers of cultural traditions in the domain of traditional handicrafts and artists as well as fostering cultural dialogue and enhancing capacity could contribute to enhancing the role assigned to culture on the Ethiopian agenda for development.

Based on the above stated background, the joint programme has put in place a strategy to mobilize the culture sector and utilize the important contribution of culture to poverty alleviation, social progress, and sustainable development. As the joint programme seeks to alleviate poverty, the joint programme is in line with the Millennium Development Goals (MDGs) and the poverty reduction strategy known as the plan for Accelerated and Sustainable Development to End Poverty (PASDEP) (2006-2009/10).

The joint programme aims to further develop ongoing efforts to alleviate poverty (MDG.1) and harness the immense potential of the cultural as well as the natural diversity of Ethiopia towards sustaining Ethiopia's development and social progress. In order to realize this goal, the project will focus on the following objectives.

1

- Strengthening of intercultural/religious dialogue to foster mutual understanding of heritage and the sharing of common values with a view of contributing towards social process and social cohesion.

- Development and implementation of policies as well as legal frameworks for the protection and safeguarding of Ethiopia's natural, and tangible, intangible, mobile, cultural heritage.
- Harnessing the potential of the cultural and creative industries, particularly heritage based activities such as handicrafts, and cultural tourism for income generation, economic development, and poverty alleviation.
- Enhancement of indigenous knowledge and practices of natural heritage management as well as strengthening the link between nature and culture based sustainable development.

II.   SCOPE OF WORK

The project finance officer will be accountable to the designated Minister of the Ministry of Culture & Tourism as well as to the coordinator and expected to carry out the following basic tasks;

i.   Ensuring that all payments for the project are made and recorded in accordance with the approved budgeted/planned amounts as approved and complies with UNDG financial Management Manual, the Credit agreement and other laid down accounting procedures and operational guidelines.

ii.   Ensuring that all the payments vouchers are adequately supported with appropriate source documentation, duly authorized for payment and properly filed to facilitate easy retrieval and referencing.

iii.   Ensuring that approved bank accounts are maintained at adequate levels to enable scheduled payments to be made without delay, undertaking timely cash flow projections and observing good treasury and cash management practices.

iv.   Maintaining and updating all required financial records, including cashbooks, ledgers, commitment registers and contract registers.

v.   Preparing a monthly reconciliation statement UNDG.

vi. Preparing timely withdrawal applications for replenishments to the designated accounts(DA's) as well as effecting direct payments to suppliers and/or contractors, in accordance with the laid down procedure guidelines.

vii. Prepare monthly quarterly & annual financial statements and returns, as well as any other financial status reports required by stakeholders.

viii. Comminuting with consultants and suppliers on issues concerning payments, disputes and account settlements.

ix. Overseeing the enhancement and development of proper record management-record keeping and filing systems.

x. Facilitating the movement of funds from the Federal coordinating Birr account to regional coordinator Birr account for the purpose of timely payments for services rendered in relevant regional sites. No confusion about transfer to regions.

xi. Maintaining accurate recording of all the projects fixed assets in the fixed asset register (FAR) and subsequently carrying out timely updates, reconciliation and verification of such assets acquired for the Project.

xii. Ensuring that all the project fixed assets are correctly indentified and physical verifications carried out on a regular basis to ascertain existence and condition(s) and that all fixed assets are adequately insured.

xiii. Supporting internal audit of the project's annual financial statement by preparing the necessary reports from the project accounting system and other records, in accordance with the prescribed standards.

xiv. Undertaking the training of key staff of implementing agencies in the use and interpretation of the financial information and the need to adhere to internal control procedures and guidelines to enhance the financial discipline in their respective operational units.

xv. Ensuring that accounting policies, procedure guidelines and ethical business practices are adhered to at all times in the conduct of business at all levels of implementing agencies.

3

xvi. Actively participating in the continuous development of financial management and accounting systems to meet the ever changing demands of information, communication and technology.

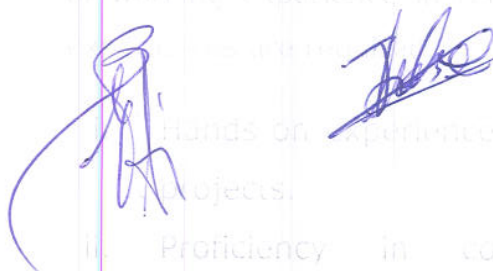xvii. Performing any other related tasks as may be deemed necessary and assigned by coordinator from time to time.

III. QUALIFICATIONS AND EXPERIENCE

The finance officer is required to hold a minimum of Diploma, in accounting, finance or other related fields with at least fifteen (15) years of working experience in relevant field. In addition, the following work experiences are required.

i. Hands on experience in accounting for multiple donor funded projects.

ii. Proficiency in computer software applications and spreadsheets.

iii. Adequate knowledge of international accounting and Auditing Standards in the public and private sectors.

IV. DURATION OF ASSIGNMENT

The Financial Officer will be offered a ~~six months~~ _one year_ contract renewable for up to three years, subject to satisfactory performance.

4

Major intervention areas identified by the SWOT Analysis

Achieved/ working on
- Designing a national policy that guides the development of the cultural industry in the country.   - Compiling and creating a comprehensive and reliable database of the cultural industries in Ethiopia. NEED TO SHARE IT, NEED TO MAKE SURE IT BECOMES USED AND AVAILABLE   - Developing specific policies and regulatory frameworks.

Working on / somewhat achieved
- Changing the public perception and understanding of pluralism.   - Organizing producers within the craft industry thereby, allowing for specialization and economies of scale. – although the project has focused on organizing producers, so far the attempts have not been successful, an analysis of the reasons behind the failure is necessary in order to change the strategy

Not working on
- Upgrading the weak technical, financial, and institutional capacity.   - Changing societal attitude towards the cultural industries.   - Developing the domestic market for cultural produce and preventing excessive import.- REALISTIC?   - Organizing the actors in the cultural industries in order to maximize their market share internationally. (as of evaluation date there is no link to international markets)   - Developing strategic focus and programmatic approaches in implementation and enforcement.   - Building capacity to implement laws and policies.   - Developing coordination and information sharing among stakeholders including ministries and regional bureaus.

Annex:

Members of the quality oversight task force set up by MOCT

1) Akalu Woldemariam (project coordinator of HDSDSC- Chairman
2) Jemal Kedir (project coordinator of ESTDP)
3) Dr. Getachew Kassa (Ass. Professor AAU)
4) Aweke Tenaw (Director of Internal & External relations Directorate)
5) Awlachew Shumneka(Director of Languages and Shared Cultural assets development Directorate)
6) Demrew Dagne(Director of Cultural Industries Development & Cooperation Directorate)
7) Wondwossen Anteneh (from Tourism Marketing & promotion Directorate)
8) Woinshet Hailemariam(Director of Gender Affairs Directorate)
9) Befekadu Terefe (Architect and Consultant
10) Biniyam Belete (Director of IT Directorate)
11) Ermias Woldearegay(from IT Directorate) Member and Secretary

Members of the MOCT advisory committee;

1) Yonas Desta, (General Director, Authority for Research and Conservation of Culture Heritage) Chairman
2) Dr.Kifle Argaw (General Director, Ethiopian Wild Life Conservation Authority)
3) Dawit (General Director, Catering and Tourism training Center)
4) Ahmed Adem (General Director, National Archives and Library Agency)
5) Dr. Elfinesh Haile (General Director, Ethiopian Convention Center)
6) Desta Kassa (General Director, Ethiopian National Theatre)
7) Akalu Woldemariam (National Coordinator, HDSDSC JP)
8) Jemal Kedir (National Coordinator, ESTDP)