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SUPPORT

PROGRAMME PLANNING

COUNTRY AND REGIONAL PROGRAMMES

Reports on mid-term reviews

MID-TERM REVIEW OF THE FOURTH COUNTRY PROGRAMME
FOR ETHIOPIA

Report of the Administrator

SUMMARY

The present report, prepared in accordance with Governing Council decision 89/11 of 24 February 1989, highlights conclusions and recommendations (decisions?) of the mid-term review of the fourth country programme for Ethiopia (1987-1991).

The review concludes that most current policies and procedures remain valid but that more innovative approaches are needed in regard to the use of experts and the training of counterpart staff. Use of additional resources should emphasize the linking of rehabilitation and development.

I. SUMMARY OF THE FOURTH COUNTRY PROGRAMME

1. The fourth country programme for Ethiopia (1987-1991) was approved by the Governing Council at its thirty-third session in June 1986 (DP/CP/ETH/4). The programme has two main development objectives: (a) to increase agricultural production and productivity and improve the quality of life of the rural population; and (b) to develop Ethiopia's human resources potential in selected fields.
2. Under the first of these objectives the country programme addresses the problems of the backwardness of agricultural technology, limited access to central agricultural inputs, the inadequacy of rural infrastructure, the inappropriate use of land and the degraded ecosystems of many of the most densely populated areas, which have kept agricultural production and productivity low and led to the recurrent and increasingly worsening famines the country has suffered during the last century. Projects are concerned with soil and water conservation, increasing agricultural production, the institutional support required for sustained improvement in agricultural production and productivity and socio-economic services for rural areas.
3. The human resources development objective addresses the need for the unprecedented numbers of additional skilled personnel at all professional levels required for implementation of the country's Ten-year Perspective Plan. Projects are concerned with management training, science education and teacher training, planning and co-ordination and the development of science and technology.
4. The continuing relevance of these objectives was confirmed during the mid-term review.

II. METHODOLOGY OF THE MID-TERM REVIEW

5. The decision to hold the review was taken jointly by the Government and the office of the United Nations Development Programme (UNDP). It was agreed that the review would be conducted at the programme level so that strategic issues which go beyond individual project concerns could be addressed. Both policy and operational areas were covered and project level discussions were used only for illustrative purposes.
6. The programme review meeting was opened by Mr. Aklilu Afework, Minister, Office of the State Committee for Foreign Economic Relations, the Government's co-ordinating body for technical assistance. The final session was chaired by Mr. Mersie Ijigu, Minister for Planning, with whom follow-up discussions on future utilization of the resources were held. More than 70 people, including government officials, United Nations agency officials and UNDP staff, participated in the review which lasted three days.
7. Preparatory work extended over several months and included detailed analysis and study of the status and implementation of the fourth country programme, including a financial review of the programme; study of trends in project inputs

provided by UNDP during the last two programmes; and review of reports of project evaluations and tripartite reviews produced during the past several years.

8. Questionnaires were distributed to, and personal interviews conducted with, 15 national project co-ordinators representing a cross-section of projects and sectors benefiting from UNDP assistance, with the objective of obtaining information directly from these co-ordinators and drawing upon their experience on a range of operational issues relating to the implementation of UNDP-financed projects.

9. After extensive discussions with representatives of specialized agencies of the United Nations system resident in Ethiopia on the information collected and the issues identified, government officials and UNDP staff then prepared the discussion papers for the formal review, held in July 1988.

10. As this was the first in-depth country programme review held in the Africa region, presentations on the review and the conclusions drawn were made by staff from the UNDP office in Ethiopia to the subregional meetings of African ministers for planning which UNDP sponsored in late 1988 in order to acquaint the ministers with the importance which UNDP attaches to the country programme review process.

III. MAJOR FINDINGS OF THE REVIEW

11. Discussion centred mainly on programme implementation methodology and procedures and on programming patterns for the future. The various aspects of implementation were presented from the differing perspectives of each of the partners in the process - the Government, the executing agencies and UNDP - and the review served both to identify problems and to engender solutions. In summary, the review concluded that more care should be taken, particularly during project formulation, to ensure that the needs of recipient institutions are met; and that most current programming policies and procedures remain valid and should be adhered to, but that more innovative approaches are needed to the use of experts and to the training of counterpart staff (see also annex to the present report).

12. Note was made of the need for the Government and UNDP to establish a more systematic dialogue on macro-economic policy and the role of technical co-operation.

IV. ADJUSTMENTS TO THE COUNTRY PROGRAMME

13. The continuing validity of the current country programme objectives was confirmed and a determination made that the bulk of additional resources should be concentrated in such a way as to enhance the Government's strategy of linking rehabilitation and development. This strategy characterizes most of the existing UNDP programme, with its emphasis on increasing productivity, and is basic to the next national development plan, which will cover the period 1989 to 1994.

14. New project proposals identified thus far as a result of this determination relate mostly to the agricultural and rural development objective and include assistance in the areas of food and nutrition, model village development,

post-harvest grain loss, Rift Valley development, disaster preparedness and price studies. Implementation of many of these new projects will extend beyond the period 1987 to 1991 covered by the fourth country programme. As requests are likely to exceed resources, priorities will have to be established.

Annex

FINANCIAL SUMMARY

FOURTH COUNTRY PROGRAMME FOR ETHIOPIA (1987-1991)

I. ACTUAL RESOURCES TAKEN INTO ACCOUNT FOR PROGRAMMING

A. <u>Total resources taken into account for programming at time of approval of country programme</u>	\$	\$
		82 943 000
B. <u>Resources taken into account for programming at time of mid-term review</u>		
IPF allocations	89 175 000	
Programme cost-sharing	-	
Government project cost-sharing	-	
Third-party cost-sharing	-	
Other sources (Special Programme Resources (SPR))	-	
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Total		89 175 000
C. <u>Net change in resources</u>		6 232 000

II. USE OF RESOURCES

	Start of country programme (1 January 1987)	Mid-term (30 June 1988)
Approved projects	37 406 000	54 832 000
Project proposals	42 052 000	33 238 000
Unprogrammed reserve	<u>3 485 000</u>	<u>1 105 000</u>
TOTAL USE OF RESOURCES	<u>82 943 000</u>	<u>89 175 000</u>

III. DISTRIBUTION OF RESOURCES BY OBJECTIVE

<u>Country programme objectives</u>	In accordance with country programme	Actual at mid-term (Percentage)	Revised plan as result of mid-term review
Rural development	45	43	46
Human resources development	50	56	52
Unprogrammed reserve	<u>5</u>	<u>1</u>	<u>2</u>
	<u>100</u>	<u>100</u>	<u>100</u>
