



# ANNUAL REPORT July 2019 - June 2020



## GOVERNANCE AND DEMOCRATIC PARTICIPATION PROGRAMME (GDPP)



- A. Improved inclusion, social cohesion and sustainable peace
- B. Responsive, accountable and inclusive system of governance
- C. Empowered and responsible citizens

# GOVERNANCE AND DEMOCRATIC PARTICIPATION PROGRAMME (GDPP)

ANNUAL REPORT  
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## **LIST OF ACRONYMS AND ABBREVIATIONS**

ATI	Access To Information
AWPs	Annual Work Plans
ADA	Austrian Development Agency
CCI	Council of Constitutional Inquiry
CSO	Civil Society Organization
DAG	Development Assistance Group
DRR	Disaster Risk Reduction
EBC	Ethiopian Broadcasting Corporation
EHRC	Ethiopian Human Rights Commission
EIO	Ethiopian Institute of the Ombudsman
EFY	Ethiopian Fiscal Year
ENYVCSP	Ethiopian National Youth Volunteer Community Service Programme
ERC	Ethiopian Reconciliation Commission
FEACC	Federal Ethics and Anti-Corruption Commission
EPRDF	Ethiopian People's Revolutionary Democratic Front
HoF	House of Federation
HoPR	House of People's Representatives
IGAD	Intergovernmental Authority on Development
IGR	Inter-Governmental Relations
IPs	Implementing Partners
IRCE	Inter-Religious Council of Ethiopia
LJAAC	Law and Justice Affairs Advisory Council
MBAs	Mass-Based Organizations
M&E	Monitoring and Evaluation
MoF	Ministry of Finance
MoFPDA	Ministry of Federal and Pastoral Development Affairs
MoFEC	Ministry of Finance and Economic Cooperation
MoP	Ministry of Peace
MoU	Memorandum of Understanding
MP	Member of Parliament
NEBE	National Election Board of Ethiopia
NHRAP	National Human Rights Action Plan
OAG	Office of the Attorney General
OAI	UNDP Office of Audit and Investigations
OFAG	Office of the Federal Auditor General
OHCHR	Office of High Commissioner for Human Rights
PM	Prime Minister
PMB	Project Management Board
PMO	Prime Minister's Office
PTC	Programme Technical Committee
RBM	Result-Based Management
REACCs	Regional Ethics and Anti-Corruption Commissions
RRF	Results and Resources Framework
RSCs	Regional State Councils
SDGs	Sustainable Development Goals
SIDA	Swedish International Development Cooperation Agency
SNNPR	Southern Nations, Nationalities, and Peoples Region
TOT	Training of Trainers
UN	United Nations
UNDP	United Nations Development Programme

## GDPP ANNUAL REPORT

<b>Reporting Period</b>	<b>July 2019 – June 2020 (EFY 2011/12)</b>
Donors	<ul style="list-style-type: none"> <li>- Austrian Development Agency (ADA)</li> <li>- Denmark</li> <li>- Norway</li> <li>- Swedish International Development Cooperation Agency (SIDA)</li> <li>- United Nations Development Programme (UNDP)</li> </ul>
Country	Ethiopia
Programme Title	Governance & Democratic Participation Programme (GDPP)
Project ID (Atlas Award ID)	00104955 00103024
Outputs	<ol style="list-style-type: none"> <li>1. Political processes of federal and regional state legislative bodies are more inclusive and effectively delivering on their constitutional mandates;</li> <li>2. Federal and regional state systems of governance are more accountable, transparent and are delivering public services in more inclusive and responsive ways;</li> <li>3. Citizens are more empowered to voice their concern and actively participate in decision-making processes at all levels of the governance and political systems;</li> <li>4. Systems and mechanisms for promoting social cohesion, managing diversity, preventing and managing conflicts, fostering dialogues and building peace are further strengthened at national, regional, and local levels;</li> <li>5. Access to justice enhanced and human rights promoted and protected across Ethiopia.</li> </ol>
Strategic Plan and/or CPD Outcomes	<p>CPD Outcome: Citizens' expectations for voice, development, the rule of law and accountability are met by stronger systems of democratic governance</p> <p>Signature solution 2: Strengthen effective, inclusive and accountable governance</p>
Implementing Partner(s)	<ol style="list-style-type: none"> <li>1. House of Peoples Representatives (HoPR)</li> <li>2. House of Federation (HoF)</li> <li>3. Federal Ethics and Anti-Corruption Commission (FEACC)</li> <li>4. Ethiopian Human Rights Commission (EHRC)</li> <li>5. Ethiopian Institute of Ombudsman (EIO)</li> <li>6. Office of Attorney General (OAG)</li> <li>7. Office of Federal Auditor General (OFAG)</li> <li>8. Ministry of Peace (MoP)</li> </ol>

	<p>9. Council of Constitutional Inquiry (CCI)</p> <p>10. National Election Board of Ethiopia (NEBE)</p> <p>11. Ethiopian Broadcast Authority (EBA)</p>
Project Start Date	01/06/2017
Project End Date	31/12/2021
July 2019-June 2020 Annual Work Plan Budget	USD 5,411,113.00
Total resources required	USD 40,000,000.00
Revenue received	<ul style="list-style-type: none"> <li>• <b>UNDP</b> <span style="float: right;">\$600,000</span></li> <li>• <b>Donors</b></li> <li>- Austrian Development Agency (ADA) <span style="float: right;">\$ 555,556</span></li> <li>- Denmark <span style="float: right;">\$ 1,230,933</span></li> <li>- Norway <span style="float: right;">\$ 939,518</span></li> <li>- Swedish International Development Cooperation Agency <span style="float: right;">\$ 3,118,613</span></li> <li> </li> <li>Total <span style="float: right;"><b>USD \$6,444,620</b></span></li> <li> </li> <li>Total revenue received to date (2017-2020) USD \$17,208,860.00</li> </ul>
Unfunded budget	USD 22,791,140.00
UNDP Contact Person	<p>Donna Bugby-Smith</p> <p>Senior Governance Adviser</p> <p>UNDP Ethiopia</p> <p>Email: donna.bugby@undp.org</p> <p>Tel.: +2511 5443846</p>

## EXECUTIVE SUMMARY

This is the 3rd Annual Report for the Governance and Democratic Participation Programme GDPP covering the period July 2019 to June 2020. The main objective of the programme remains to support Ethiopia sustain the momentum of the reforms and the era of democratic transformation underway since 2018 to enhance institutional capacities and frameworks for consolidating good governance and strengthening democratic institutions. In addition to bring a greater plurality of voices into the debates about governance in Ethiopia which have become increasingly important.

Ethiopia aspires to attain a lower middle-income status by 2025. The democratic institutions role in continuity of good governance is crucial. The investment in building strong governance and oversight institutions, creating an enabling environment for public transparency and accountability as well as strong state-citizens relations through clear and predictable consultative, all-inclusive and collaborative decision-making processes to which GDPP contributes, becomes even more important.

The creation of the enabling environment for more innovative transformational democratization initiatives at Federal and Regional levels has been challenging for some of the Implementing Partners (IPs) and this has been complicated further by the impact of the COVID-19 pandemic. The GDPP IPs were initially hesitant to try to deliver activities in the Annual Workplans because of the COVID-19 restrictions but a re-purposing exercise in April 2020 helped identify alternate activities which could be rolled out despite the social distancing restrictions. So, in 2020 GDPP has worked closely with the IPs to ensure that despite the pandemic and the need to adopt new ways of working, that there should not be chance of back sliding on the gains made to create an enabling governance environment.

In 2020 the importance of good governance that is home grown and contextualized became even more critical. In Ethiopia the importance and observance of the rule of law has defined and demonstrated with evidence, (examples contained within this Report) that the governance structures are now firmly in place and the role of the democratic institutions which GDPP supports, recognize their key oversight role in the country.

The Report contains examples of the impact that the transformational democratization reform agenda is having with changes across many of the democratic institutions that GDPP supports. The cumulative outcome of GDPP is beginning to be more obvious, such things as the importance of the independence of democratic institutions - the Ethiopian Human Rights Commission and the House of People's Representatives seeking to strengthen their oversight role, are indicators that the GDPP support in pursuing the transformational democratization agenda, is beginning to bear fruit. But democratization is a process dealing with real issues that need to reflect the policies and laws made by the Government to respond to the needs and ambitions of the citizens, so there remains much to be done.

## 1. INTRODUCTION

The Governance and Democratic Participation Programme (GDPP) is a five-year, multi-stakeholder programme spanning from 1 June 2017 to 31 December 2021 managed by UNDP. The main objective of the programme is to support the country sustain efforts towards enhancing institutional capacities and frameworks for strengthening good governance and deepening democratic participation in line with the Constitution and International Human Rights Conventions to which Ethiopia is a signatory. Progress in these areas are critical and will enable the country to deliver on the Sustainable Development Goals (SDGs); the Growth and Transformation Plan (GTP II) and the Ethiopia: A New Horizon of Hope<sup>1</sup>.

Ethiopia aspires to attain a lower middle-income status by 2025. As such, strong investments towards attaining and sustaining high economic growth rates, social stability while ensuring environmental sustainability, have come high on the country's development agenda. However, with such a growth ambition, there can be a variety of negative effects including exclusion (real or perceived) that may breed social and even political instabilities. Thus, the role of democratic institutions in ensuring continuity of good governance becomes even more crucial. The investment in building strong governance and oversight institutions, creating an enabling environment for public transparency and accountability as well as strong state-citizens relations through clear and predictable consultative, all-inclusive and collaborative decision-making processes to which GDPP contributes, becomes even more important

Assuming government institutions at Federal and Regional levels could face significant constraints to maintaining all their functions, GDPP has worked with the IPs to consider how best to maintain their most critical functions in response to the disruption created by the pandemic and avoid any possibility of back sliding on the gains made to create an enabling governance environment.

That 2020 has been a tumultuous year, cannot be denied. The world was unprepared for a global pandemic that affected every facet of life for citizens, governments, economies and in some countries, the world order. The advent of social distancing and remote working became the new normal and this was in and of itself a challenge with a greater reliance on technology. It also meant that the traditional means of doing business through face to face meetings and interactions, could no longer happen. The GDPP Implementing Partners (IPs) were initially hesitant to try to deliver activities in the Annual Workplans because of the COVID-19 restrictions but a re-purposing exercise in April 2020

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<sup>1</sup> <https://pmo.gov.et/democracy/>

helped identify alternate activities which could be rolled out despite the social distancing restrictions.

The importance of good governance that is home grown and contextualized became even more critical as Governments sought to react to and cope with the impact of the pandemic. In Ethiopia, the importance and observance of the rule of law has defined and there is clear evidence that the governance structures are now firmly in place and the role of the democratic institutions which GDPP supports, recognize their key oversight role in the country. There are examples of public statements that evidence this increasing willingness for the IPs to reinforce the importance of civic engagement, monitoring human rights and highlighting the importance of accountability. GDPP has been able to support those efforts by helping to build greater capacity and appreciation of the role that the IPs need to play, and this Annual Report provides evidence to demonstrate those changes.

The Report highlights examples of the impact that the transformational democratization reform agenda pursued under by the government, is making in many of the democratic institutions that GDPP supports. That is not to say that ongoing support is not needed – democratization is a long process which evolves to reflect the policies and laws made by the Government and which seeks to respond to the needs and ambitions of the citizens. The process to consolidate democracy in the country requires a much broader and complex process of institutionalization and building capacity within the democratic institutions to be able to respond to the changing political and governance landscape of the country and to sustain the positive outcomes.

In a change from previous reports, the 2019/20 Report seeks to present examples of where, with GDPP support, the Implementing Partners have been able to modernize and innovate their operations all with the overarching aim to contribute to the three GDPP broad outcome areas, namely:

- A. improved inclusion, social cohesion and sustainable peace;
- B. responsive, accountable and inclusive systems of governance; and
- C. empowered and responsible citizens.

Of course an Annual Report looks back and provides the opportunity for self-reflection and to consider lessons learned about the work completed and the achievements of the Programme but it also and perhaps more importantly, seeks to provide a forward look of what the Programme will be doing in the remaining 18 months of the Programme life.

In particular, the lessons learned over the past three years of programme implementation will help to guide and shape the direction of the Programme. There has been much achieved but there remains plenty to do in the remaining period of the Programme.

## 2. CONTEXT

The implementation of the programme is anchored within a multi-stakeholder approach involving eleven Implementing Partners;

1. House of Peoples Representatives (HoPR)
2. House of Federation (HoF)
3. Federal Ethics and Anti-Corruption Commission (FEACC)
4. Ethiopian Human Rights Commission (EHRC)
5. Ethiopian Institute of Ombudsman (EIO)
6. Office of Attorney General (OAG)
7. Office of Federal Auditor General (OFAG)
8. Ministry of Peace (MoP)
9. Council of Constitutional Inquiry (CCI)
10. National Election Board of Ethiopia (NEBE)
11. Ethiopian Broadcast Authority (EBA)

The IPs are at varying levels of institutional capacity and GDPP<sup>2</sup> seeks to provide transformative and strategic support that would enable them to be better able to discharge their core functions, to ascertain their legitimacy and credibility in the eyes of the public, and thus deepen and strengthen democracy in the country.

Following the dramatic and far reaching changes underway since Prime Minister Abiy came to office in 2018, the political and democratic space has been demonstrably opened up which has provided real opportunities for work in the governance sector. However, the democratic and political governance landscape remains complex and liable to unravel in the face of so many internal and external challenges including the locust infestation, failed bulg rains, the COVID-19 virus and the resultant economic downturn, the postponement of the planned 2020 elections and the internal challenges with a country in transition seeking to craft and shape its own form of democracy.

On April 8, 2020 Ethiopia announced a five-month state of emergency due to the pandemic. The scheduled 2020 elections were postponed until further announcement, which raised the stakes in terms of the political parties keen to return to the ballot box. In addition, the Constitutional lacunae created by the postponement of the elections highlighted the importance of having strong democratic institutions able to analyse the

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<sup>2</sup> GDPP has 3 high level Outcomes: 1. Improved inclusion, cohesion and sustainable peace; 2. Responsive and accountable systems of governance; and 3. Empowered and responsible citizens. The programme has 5 Outputs: (i) Political processes of federal and regional state legislative bodies are more inclusive and effectively delivering on their constitutional mandates; (ii) Federal and regional state systems of governance are more accountable, transparent and are delivering public services in more inclusive and responsive ways; (iii) Citizens are more empowered to voice their concern and actively participate in decision-making processes at all levels of the development, governance and political processes and systems; (iv) Systems and mechanisms for promoting social cohesion, managing diversity, preventing and managing conflicts, fostering dialogues and building peace are further strengthened at national and sub-national levels; and (v) Access to justice enhanced and human rights promoted and protected across Ethiopia.

situation and provide independent interpretation of the Constitution to be submitted through HoF to the HoPR.

UNDP worked closely with the individual IPs to both cope with the new reality of remote working, relying on digital services whilst simultaneously sought to encourage innovation and more creativity to try to maintain the implementation of the agreed Workplans. So additional support was provided to help the Implementing Partners to reprioritize activities or to defer certain activities until things became clearer about social distancing and the impact of the pandemic. Inevitably there was some scale-down and slow-down in the rate of programmatic implementation in 2020.

The pandemic though of course, unwelcome, provided opportunities to think differently in terms of the technical design and implementation approaches to complete the agreed Workplan activities. The work to devise the new 2020/21 AWP provided the chance to look back at lessons learned and to work with the individual Implementing Partners to consider more innovative approaches related to the demand side of governance. For example, proposing that key watchdog institutions such as the EHRC and the EIO consider joint collaborations about human rights issues and citizen engagement have been identified where working together can reinforce positive messages. Whilst such items may not seem ground-breaking, they do serve to demonstrate that the individual IPs are taking greater ownership of their key roles and see the importance of their institutions during a time of crisis.

Inevitably there has been a slow down as plans and strategies to respond to the pandemic take hold, but the political will and commitment to continuing to strengthen democratic institutions and deepening democracy in Ethiopia, remains unchanged. At the broader UN level, UNDP has been leading the development of analyses about the socio-economic impact of the pandemic and integrating issues related to democracy, rule of law, human rights and peace/social cohesion into that broader policy level work. This will ensure that no one is left behind and that democratic gains are not sacrificed in the broader emergency responses.

### **3. PROGRESS & ACHIEVEMENTS 2019/20**

The COVID -19 pandemic and the subsequent measures/restrictions put in place by the government to mitigate the spread and impact of the virus, made it difficult for the implementation of a number of planned activities to proceed during the reporting period. Examples included those activities relying on face to face interactions such a training, workshops, consultative meetings and travel and field works. The declaration of the State of Emergency also saw many Federal level Ministries adopting a remote working modality with only a skeleton staff visiting the Government offices. As the pandemic was a once-in-a-generation event, there was little evidence of a systematic approach to planning and putting a strategy in place towards the continuity of Governmental operations.

In response to these challenges GDPP undertook a deep risk analysis and re-purposing exercise in April 2020 to revisit the individual IP AWP to adjust timelines and devise interventions that could be undertaken despite the State of Emergency restrictions. In some IPs this resulted in the design of a new set of activities whilst remaining within the parameters of the expected Output level results. In some cases, activities that could not proceed have been integrated into the new AWP 2020/21.

Undoubtedly the overall progress of programme implementation has been affected by the pandemic. But with the additional support and sustained strong investment in promoting efforts across the IPs to enhance accountability and transparency mechanisms and seeking to encourage greater civic engagement, has helped to identify innovative ways to maintain a consistent level of delivery during the reporting period.

A major development that occurred during the reporting period was the announcement by The National Electoral Board of Ethiopia (NEBE) that it was unable to conduct elections on 29 August 2020 as planned, as a result of disruptions to its preparations due to the national and international responses to the COVID-19 pandemic. The decision of NEBE was submitted to the House of Peoples' Representatives (Federal parliament) and approved.

The challenge therefore was that failure to hold an election would mean that there would not be a newly elected party to replace the incumbent government whose term expired at the beginning of October 2020. The FDRE Constitution fixes the term of the Federal Parliament, and therefore the Government, to a maximum of five years (Article 54(1), and requires elections to be held at least a month prior to the end of the term of the Parliament (Article 58(3)). Because the term of the Parliament was due to end on 5 October, the inability to hold elections before 5 September would be contrary to the Constitution. The Constitution had no provisions to manage the situation that Ethiopia found itself in with the impact of the pandemic being largely unknown. Therefore, the matter involved key bodies including the HoPR, HoF and CCI who had to interpret and seek expert opinions about the best course of action to avoid any Constitutional crisis. This is detailed further in the report.

### **Output 1: Political Processes of Federal and Regional Legislative Bodies are Inclusive and Effectively Delivering on their Constitutional Mandates**

GDPP sustained strong investment and witnessed continuing progress towards promoting more inclusive political processes and in ensuring key democratic and accountability institutions are delivering on their constitutional mandates in the most effective manner and contributing to advancing democratization processes. However, the occurrence of civil unrest and protests in some regions of the country was a clear indicator of dissatisfaction among sections of the population, particularly the youth. Besides, these unrests served as eye openers about the continuous need and importance of deepening democracy in the country using an inclusive approach. Whereas the democratic institutions have the mandate of ensuring peace and stability through their legislative

mandate, the notable capacity deficiencies inhibited by some IPs limited their overall effectiveness to ensure that greater efforts were taken to encourage inclusivity.

In order to tackle such capacity weaknesses, a range of activities including the foreshadowed development of guidelines on legislation to enhance standardization of laws and post-legislative oversight were planned. Given the impact of the pandemic the **HoPR** Advisory Committee opted to postpone the publication of the draft oversight standards until such time as it was able to hold consultations to validate the draft guidelines. But the activity and the work completed to date have not been lost and will feature as an activity in the HoPR AWP 2020/21. In addition, work including an assessment of existing legislation in the context of clarifying and strengthening the relationship between the HoPR and watchdog institutions is planned. During the reporting period the postponement of the planned 2020 General Elections also resulted in the decision by HoPR to defer the work to devise a standardized induction briefing pack contents for newly represented Members of Parliament until 2020/21.

### **1.1. Legislative Bodies & Democratic Institutions capacities strengthened for discharging their oversight functions, with specific emphasis on women and minorities**

During the reporting period, the **HoPR** prioritized efforts towards developing/strengthening systems, frameworks and tools for enhancing oversight capacity. Prior support to the Democratic Institutions Forum which seeks to enhance the oversight functions of democratic institutions, identified a gap in the operation of the oversight functions on all Government Institutions. The gap identified was an absence of guidance about how the HoPR can exercise its oversight functions over other Democratic Institutions given that there are no formal or separate mechanisms in place. In particular the relationship between the Parliament and the key watchdog institutions whose function and responsibilities make them directly accountable to the HoPR, were not defined. The watchdog institutions that are directly accountable to the House and participating in GDPP include;

- Federal Office of the Auditor General;
- Ethiopian Human Rights Commission;
- Federal Ethics & Anti-Corruption Commission;
- Ethiopian Broadcasting Authority;
- National Electoral Board;
- Institution of the Ombudsman;
- Office of the Federal Auditor General

This is an important area where analysis and development of comprehensive guidance is called for so the work will be featured in the HoPR AWP 2020/21.

Responding to a request from **FEACC**, GDPP organized a study mission to Indonesia's Corruption Eradication Commission (KPK) in November 2019 for stakeholders to benefit from Indonesia's lessons learned and best practices under the leadership of its own

national FEACC. A key lesson shared with the Delegation was the importance of devising an anti-corruption policy and a strategy to both shape and guide the implementation the anti-corruption efforts.



The Ethiopian Delegation having technical discussions about lessons learned with the KPK Officials about home grown anti-corruption and ethics policy development

The Ethiopian Delegation included representatives from FEACC, HoPR, Regional Ethics and Anti-Corruption Commission (REACCs), Federal Attorney General, Civil Service Commission, Financial Intelligence Center and Transparency International – Ethiopia Chapter. The direct impact of this South-South experience sharing intervention informed the decisions taken by FEACC to develop both a National Anti-Corruption Policy and Strategy and also to conduct a National Perception Survey.

Following the study tour **FEACC** commenced the work to develop Ethiopia's National Anti-Corruption Policy and Strategy. There is a general recognition that prevention is less costly and more effective than dealing with corruption cases after the fact, hence the need to develop a National Anti-Corruption policy and strategy that is intended not only to establish accountability and transparency standards and mechanisms, but also to serve as a guide for Government (both Federal and Regional), the private sector, as well as Civil Society Organizations and citizens, in order to assist with the coordination and support of their combined efforts of reducing and containing corruption. How communities perceive and respond to corruption/anti-corruption efforts is an important feature of the policy/strategy development.

The policy and strategy seek to provide a set of pillars, programmes and intervention areas around which different sectors, organizations and other forums within those sectors can direct and attempt to align their work. It will also provide a tool for citizens and others to be better able to monitor Ethiopia's progress towards achieving a significant reduction in corruption. FEACC also established an Advisory Committee to oversee the development of the policy and strategy. Although progress was made (including completion of the desk study/review and Inception Report submission) the pandemic prohibited the field work that would have enabled the specialists to engage with Regional Anti-Corruption Commissions and other key stakeholders. Work will continue in the FEACC AWP 2020/21.

GDPP provided support about ethics and anti-corruption through the creation of clubs to promote, strengthen and institutionalize student awareness about ethical values and integrity in schools.



Addis Ababa youngsters attending a school club learning about ethics, integrity & anti-corruption

Work to enhance efficiency and responsiveness of the **EHRC** systems, frameworks and tools, as well as human resources management system got underway. The support to EHRC to develop and maintain equitable systems and processes that attract and retain motivated employees through training, professional development and systems planning that also consider and address the different concerns of female employees of EHRC, remains to be completed. The IT system in EHRC was upgraded to enhance communication and coordination, although the system could not be fully realized because of delays in the recruitment of specialist ICT personnel.

Even though **EHRC** has previously developed a gender mainstreaming guideline, the Gender Analysis conducted by UNDP in 2019 revealed concerns regarding the effective utilization and implementation of the guideline. The Gender Analysis further identified the lack of technical expertise required to ensure gender mainstreaming both within the Women and Children's Affairs Directorate and other directorates at the Head and branch offices. Against that background, **EHRC** conducted a gender audit of four of its core functions and reviewed its gender mainstreaming guideline. The guideline is intended to combine gender specialization and mainstreaming measures that are designed to prioritize and focus on the human rights of women and girls; mainstreaming gender within the core functions of EHRC and provide practical guidance and information on gender mainstreaming processes. This guideline enables **EHRC** to fulfill its commitment to the implementation of gender equality using a 'twin-track' approach, utilizing both gender specialization and gender mainstreaming initiatives, so that specific gender inequalities are addressed, whilst ensuring that gender issues are integrated into all of its core functions. Considering the gender inequalities and heightened risks of gender-based violence and discrimination that women might face due to the COVID-19 crisis, such guidelines will help strengthen the capacity of the Commission to consider gender issues and monitor that the measures taken to address COVID-19 pandemic do not directly or

indirectly discriminate against women and girls and to be better able to advocate and ensure that accountability is assured in cases of Gender Based Violence (GBV).

During the reporting period EHRC have been very active in discharging their key oversight responsibilities. Following the issue of the State of Emergency Proclamation, the EHRC conducted a rapid assessment about the Proclamation and the Regulation of the Council of Ministers to ensure they fully complied with the Constitution and international human rights obligations and submitted a comprehensive set of recommendations to the Government. In addition, the Commission reminded law enforcement agencies that while implementing the Proclamation and Regulation, they must be guided by human rights and constitutional principles to respect and protect non-derogable rights; and to fulfil their functions in a highly accountable and professional manner. The Commission monitored the implementation of the state of emergency in a systematic manner. During the reporting period, the EHRC Proclamation was revised which increased the independence of the Commission and gave it powers to strengthen its own institutional capacities and make further efforts to enhance public trust, acceptance and effectiveness of the work of the Commission.

Ethiopia has seen growing hate speech trends more recently. EBA has a key role in gaining a better understanding about the dangers of hate speech and GDPP supported them to conduct an assessment study about hate speech with a manual and training paper now under development. As part of the support, EBA have organized public meetings and articles about media ethics and responsibilities and the findings of the assessment study is in preparation and will feature in the EBA AWP 2020/21.

GDPP provided support to **NEBE** in order to translate, publish and institutionalize new laws, directives, manuals, strategies and guidelines of NEBE. This included the conversion of the new election law Proclamation Number 1162/2019 into braille, audio and video.

## **1.2. Professional independence of Democratic Institutions enhanced to effectively discharge core functions**

**FEACC** recognized that previously anti-corruption interventions had not been evidence based – lacking regular surveys and studies that would enable experts to fully understand the nature and extent of corruption in Ethiopia and inform the range of interventions to be considered by the Government and non-government organizations. The last survey was conducted in 2011 and in the intervening years no other thematic specific surveys about corruption have been produced. So, gathering evidence upon which to base the new policy and strategy was deemed a critical first step.

Given the impact of COVID-19 the field work was unable to be completed as per the AWP planning timelines. However, pre-testing and pilot-testing of the survey are well advanced in preparation for the lifting of travel restrictions which will allow the survey teams to commence the deferred field work across Ethiopia.

### **1.3. Political and civic spaces expanded for effective citizens' participation and inclusion**

For **EIO** one of the key recommendations arising from the 2019 GDPP Gender Analysis was that individual IPs should, using the Analysis findings, conduct a gender assessment to "deep dive" and identify the socioeconomic, cultural and politico-legal realities that influence gender issues pertinent to the IP's mandate. As a result, the EIO conducted an assessment which highlighted the need for revisions to the EIO gender mainstreaming guidelines in order that gender mainstreaming tools and mechanisms were better integrated and understood across all EIO directorates.

The **EIO** then devised a Gender strategy which included the decision to establish a Children's Day-care Centre to empower EIO women employees. This day-care is now operational in Addis. The ultimate intention is that the Federal level model can be replicated in regional EIO offices.

**EBA** have provided two draft documents - The National Media Policy and the Government Communication Strategy. The National Mass Media Policy was formally adopted by the Council of Ministers. The final Draft Government Communication Strategy lays out the information flow both horizontally and vertically and procedure to access to information has been submitted to the Press Secretariat for consideration. The adoption of the Mass Media Policy marks a major milestone in creating a better enabling environment for the media sector.

The capacity of 35 journalists (17 female and 18 male) were enhanced about gender responsive election reporting through a training organized by **NEBE**. The training was provided with the background that women and men tend to be treated very differently by the media when it comes to occupying space for discourse about politics. In addition, men and women tend to have vastly different experiences of participating in political processes. Men are more visible and dominant in both media and elections; while women lack visibility when it comes to political discourse in media including during elections. Even when there are a reasonable number of women candidates they are often neglected by the media. So the objective of the training was to enhance the capacity of journalists by strengthening their skills, knowledge and competencies about gender and elections, the understanding of electoral cycle, the national electoral system, the roles and responsibilities of different actors and responsible reporting and gender sensitive reporting of the process so that they contribute towards gender sensitive electoral process.

#### **Output 2: Federal and regional state systems of governance are more accountable, transparent and are delivering services in more inclusive and responsive ways.**

GDPP supported democratic institutions to enhance transparency and accountability through strengthening the information systems and seeking to improve the ability of

citizens to be able to access information. The reporting period saw GDPP assistance helping to promote greater commitment to transparency and accountability.

### **2.1. Information recording, analysis, management and dissemination systems and accountability mechanisms strengthened.**

**FEACC** had previously been applying a paper-based and manually managed asset registration system. There are more than 220,000 appointees, electorates, and selected public officers' incomes and assets that had to be captured in a paper-based registration system and stored in a large storage facility in hard copies. This was a cumbersome system both in terms of management and storage and was open to errors and possible loss of information (due to fire/natural disasters). So as part of the repurposing exercise conducted by **FEACC**, the decision to digitize the system of asset registration was taken. Work got underway during the reporting period and completion of the transfer of more than 220,000 registered appointees, electorates and selected public officers' income and assets files found at federal level and two city administrations will be uploaded onto The Declaration of Assets Registration System (DARS) digital based system. Once the data entry into the system is completed (September 2020) a fully functional asset registration system will enable more effective and efficient access to information and increase the ability to detect and prevent corruption and ultimately enhance transparency and accountability of public officials.

During the reporting period **EIO** developed and launched a hotline and call center system enabling complainants to lodge their complaints remotely from their respective localities. In the past, complainants had to physically visit the EIO offices to report their case which with the restriction of movements, was impossible during the pandemic. The setting up of the call center removes such challenges as complainants can lodge their complaints from wherever they are in the country. The system has also helped to enhance the efficiency and effectiveness of the information recording, analysis and case management systems of the EIO. The go-live date for the new system is September 2020.

GDPP supported the **EBA** to finalize the organizational reform activities that have been proposed to help create a conducive atmosphere to foster more constructive relationships and open up more opportunities to work with the media and to promote freedom of speech principles. The EBA reforms will be submitted for review and approval by the HoPR and the Civil Service Commission.

### **2.2: Complaints handling & feedback mechanisms for ensuring accountability and customers'/clients' satisfaction installed/strengthened, with emphasis on women and youth;**

During the reporting period **HoPR** in conjunction with FEACC, EHRC, and EIO recognized the need for a single point/ common database that citizens can access to raise complaints or to engage with key democratic institutions. Therefore AWP 2020/21 will see work

undertaken collaboratively across these IPs to devise the common database and foster better, more accessible and transparent mechanisms for improved citizen engagement.

### **2.3: Awareness of information providers and seekers promoted for ensuring quality service provision;**

The **OAG** is mandated to undertake legal reform studies, to draft laws, carry out codification, compilation and consolidation of federal laws; collect regional laws and consolidate them as necessary. During the reporting period, the OAG Legal Studies, Drafting and Dissemination Directorate published the law journal '*Higawinet*'. The '*Higawinet*' journal is a trusted and valued resource about existing and new legal studies and development; examination of case law; assessments of current legal studies and research.

### **Output 3: Citizens are empowered to actively participate in decision making and political processes at all levels of governance:**

GDPP through its support to Implementing Partners within the context of the wider transformational democratic governance agenda being pursued since 2018, has seen a variety of steps taken to open up the political space. There is a recognition that the reform agenda also needs to address structural governance and political challenges, underpinned by more systematic public engagement. GDPP Output 3 recognizes the importance of such approaches.

**GDPP** has been supporting the development of The National Civic Engagement Policy which was published in late 2019. The policy establishes a participatory approach to governance, and supports development of a democratic society, where the voices of the people are heard by, and able to influence the Government.

Most importantly, the Policy outlines an implementation strategy which recognizes the cross cutting, and multi-sectoral nature of promoting public participation. The policy sets out priority actions in three areas. Firstly, linking to the enabling environment for civil society organizations and media, and related fundamental rights including freedom of association and expression. Secondly, the policy addresses the mainstreaming of mechanisms for participation across Government and the rights of citizens to take part in government affairs. Thirdly, it sets out measures for participation and consultation in key thematic areas. This is a welcome development and provides a firm foundation to work with the IPs to enhance participation with other groups such as civil society, citizens, academia and think tanks as a standard operating procedure.

During the reporting period, one of the GDPP IPs - the Council of Constitutional Inquiry<sup>3</sup> (**CCI**) became a part of the daily discussions in Ethiopia. The reason for this greater

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<sup>3</sup> The 1995 FDRE Constitution established the FDRE Council of Constitutional Inquiry which has the following powers and functions:

1)The Council of Constitutional Inquiry shall have powers to investigate constitutional disputes. Should the Council, upon consideration of the matter, find it necessary to interpret the Constitution, it shall submit its recommendations thereon to the House of the Federation. 2)Where any Federal or State law is contested as being

exposure was related to a formal request from the HoPR to consider the implications associated with the decision to delay the 2020 General Elections. Consequently, the Executive) tabled four options for discussion to avoid the looming constitutional crisis. These included:

- Declaration of a State of Emergency;
- Dissolution of the Parliament;
- Constitutional Amendment and
- Constitutional Interpretation.

The Federal Parliament to whom these options were presented for deliberation and decision decided in favor of the need for a Constitutional Interpretation. The need for a Constitutional Interpretation was necessary to help inform final decisions to be made by the HoF.

Two questions were put to the (CCI) for Constitutional Interpretation in accordance with article 84 (1) of the Constitution. The questions included:

- I. *What happens to legislative and executive organs whose terms would end if elections cannot be held due to an emergency situation that necessitates a state of emergency?*
- II. *How long after the end of the situation that necessitated a state of emergency should the elections be held?*

In order to tackle the request, the CCI convened a series of Amicus Curie and hearing sessions to collect oral and written inputs from relevant professionals and discussion forums with professionals and other notable individuals some of whom had participated in the process of drafting the FDRE Constitution.



One of the Amicus Curie sessions chaired by the Chief Justice Meaza Ashenafi

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unconstitutional and such a dispute is submitted to it by any court or interested party, the Council shall consider the matter and submit it to the House of the Federation for a final decision. 3) When issues of constitutional interpretation arise in the courts, the Council shall: a) Remand the case to the concerned court if it finds there is no need for constitutional interpretation; the interested party, if dissatisfied with the decision of the Council, may appeal to the House of the Federation. b) Submit its recommendations to the House of the Federation for a final decision if it believes there is a need for constitutional interpretation. 4)The Council shall draft its rules of procedure and submit them to the House of the Federation; and implement them upon approval.

As a result, CCI presented its Constitutional Interpretation to the HoF in order to respond to the HoPR request.

The CCI recommendations to the constitutional interpretation questions posed were:

- (a) to extend the terms of office of all federal and regional councils as long as COVID-19 remains to be a threat to the country;
- (b) to conduct the general election between 9 months and one year after COVID-19 ceases to be threat to the public as confirmed by the Ministry of Health, Public Health Institute and the Science Community based on COVID-19 epidemic update to be released by global and continental health institutions and further approved by HoPR.

The net result was that the HoPR accepted the CCI recommendations and a Constitutional crisis was averted and there was confirmation that the elections will take place in 2021.

### **3.1. Policies, systems and institutional frameworks for citizen active participation, particularly women, youth and other vulnerable groups in decision-making processes strengthened at all levels**

**EHRC** collaborated with the Ethiopian Federation of National Association of Persons with Disability to assess the challenges and risks of human rights violations towards persons with disability during the COVID-19 pandemic. The findings of the assessment were discussed through a webinar and joint advocacy messages were identified. Two discussion forums with CSOs that aimed at enhancing EHRC-CSOs collaboration for the promotion of human rights were held. As a result, **EHRC** developed a ToR to formalize the EHRC-CSO collaboration platform which will ensure its long-term sustainability and enhance the plurality of voices involved in the governance arena.

**HoPR** commenced work to devise a tailored HoPR civic engagement strategy which was expected to involve the active participation of the public. Once finalized, the strategy will enable the HoPR to have an effective way of engaging different targeted stakeholders during the law-making process and enhance its ability to perform its key representation, oversight and scrutiny role when the Parliament is deliberating about draft laws or during the budget hearing sessions. However, data collection from key informant interviewees across a range of stakeholders including CSOs, media, Regional state councils, selected MPs, HoPR Secretariat which will help inform the strategy were hindered because of the pandemic and social distancing challenges.

During the reporting period **NEBE** undertook consultations with a variety of different stakeholders (including political parties) about the need for improvements in its communication strategies. Core messaging components were identified and developed including communications tools, products, structured platforms and tailored design mechanisms for each audience. Appropriate communication channels, dissemination methods and media including video, print, web/online media, traditional media, and social media were developed in preparation for the future elections. Work will continue

into the AWP 2020/21 to further refine the organizational communications strategy to address challenges such as misinformation, disinformation, fake news and hate speech.

**NEBE** was supported to undertake A National Case Study of Mapping of Political Parties and Gender Equality (Gender Audit of Political Parties) in order to assess women's political participation and their inclusion in decision making processes. The gender mapping study of political parties in Ethiopia, examined the gender-balance and gender-sensitivity of political parties registered and operating in the country, and identified priority needs towards greater integration. The study can help inform further discussions about gender mainstreaming in political parties to help to ensure women have access to and increased representation in political spaces. The study report is now under consideration and review by NEBE and will be submitted for validation to the Political Parties.

### **3.2. Awareness of citizens on the functions of legislative bodies, executive organs and democratic institutions raised.**

GDPP has been supporting the **HoPR** digitization project and during the reporting period completed a gap assessment and an evaluation of the necessary infrastructure and requirements to digitize the work of the HoPR. GDPP support relates to the conversion of hardcopy archives into softcopy items which will allow the general public and more specifically judges, attorneys, researchers and others to more easily access information about the work of the HoPR. This information will include such things as parliamentary minutes, decisions, conventions all of which would be accessible through an online platform. This will help make the work of the HoPR more open, transparent and foster greater understanding by citizens and others about the work of the HoPR.

This reporting period, the **CCI** with GDPP support, developed a digital library to enhance the service delivery of the Council and the CCI Secretariat and to help make the case management system more efficient. With the critical Constitutional Interpretation work in 2020, and the move to remote working resulted in the recognition of the need to publicize the work of the CCI. This included the purchase of video conferencing equipment; upgrading to establish a network storage system which allows high-capacity storage to house the CCI digital library as well as to operationalize the case flow management system which enhances service delivery; all of which were achieved over the period.

Since 2018, GDPP has been providing support to **EBA** efforts towards a range of media and communications reforms. The past two years have seen extensive consultations which resulted in an initial draft of the Media Policy Framework document, which was informed by a National Media landscape analysis and study about the Government's intention to develop a communication strategy.

**OUTPUT 4: Systems and mechanisms for promoting social cohesion, managing diversity, preventing and managing conflicts, fostering dialogues and building peace are further strengthened at national, regional and local levels.**

The focus on social cohesion and diversity management remained one of the key focus areas of GDPP during this reporting period, in an attempt to support the policy frameworks that the Government seeks to pursue to be able to ensure a peaceful democratic transition and building bridges between various segments of the Ethiopian societal fabric. The combination of the political uncertainty around the date of the elections, the impacts of the pandemic, the pre-existing economic vulnerabilities, the desert locust infestation and the frequent climate shocks, as well as the various violent conflicts across several parts of the country, put strains on the country's democratic infrastructure.

During the reporting period and as result of the reorganization within the lead IP (Ministry of Peace), GDPP sought to diversify its support, still working with and through MoP partners to explore options for diversity management and social cohesion initiatives.



Platform organized by the HoF to enact laws and frameworks about agricultural product commodity exchanges and the National Health Insurance scheme

#### **4.1. Policy/Strategy and platforms established/strengthened for an effective peace architecture of conflict prevention and peace building at all levels of governance.**

Towards the end of the reporting period and with the formal approval of the PMB Co-Chairs and additional funding from SIDA, attention was directed towards support to reconciliation efforts during the COVID-19 pandemic. This support also aligned within the existing GDPP outputs/outcomes and was able to take advantage of the existing GDPP synergies and complementarities. The rationale for this support was that it was important to avoid the threat of pre-existing socio-political tensions being exacerbated as a result of the pandemic. Without such support there was a fear that the initial progress towards peace and reconciliation would be lost. Beyond the impacts on public health, the secondary impacts of the pandemic were expected to further stress already weakened social cohesion due to the economic shock that could lead to an increase in poverty, criminality and heightened stigmatization. Inter-regional tensions could also increase due to restrictions on the movements of people and goods, increased inter-ethnic tensions due to scarcer resources and inequalities in accessing emergency and development supports.

Against that background the agreed entry point for some limited support would be the Ethiopian Reconciliation Commission. It will also seek to build on the synergies available through the GDPP to identify opportunities for other key democratic institutions to support and enhance the work of the ERC. The support will also provide the opportunity for new approaches to be tested and thus be considered for possible scale up in the future support for a broader Comprehensive Support to National Reconciliation in Ethiopia project for which additional donor funds will be mobilized.

GDPP in collaboration with the Ethiopian Reconciliation Commission (**ERC**) identified the parameters of such strategic support, including to review of its strategic plan, legal framework, communication strategy and build the technical capacity of its Secretariat and the Commissioners. The assistance will support the ERC in its efforts to build a political consensus around the national reconciliation process and provide it with strategic communication and outreach support to create a conducive environment and generate public support for national reconciliation.

#### **4.2 Policy/Strategy and platforms established /strengthened for an effective peace architecture of conflict prevention and peace building at all levels of governance.**

During the reporting period HoF and the MoP worked together to undertake and develop national conflict mapping. The national conflict data was analyzed and made ready for strategy formulation. The production of the national mapping and formulation of the strategy was jointly undertaken with MOP. The work was split in two such that MOP developed a sectoral strategy whilst HOF focused its attention on the finalization of the strategy.

There was recognition by the political leadership of both MoP and HoF of the need to avoid any potential for duplication of effort, so agreement was reached that the MoP lead sectoral strategy needed to reflect the findings and concerns identified by HoF. As a result, further work is underway to align the documents and to incorporate the data arising from the HoF conflict analysis. Therefore, work is underway to jointly revise and bring all the data together into a singleton national strategy. At the time of this report, work is ongoing and is reflected in the AWP 2020/21.

#### **4.3. Developed/strengthened systems & mechanisms to promote national consensus & nation building at all levels**

The unprecedented youth bulge presents both an opportunity and a threat for Ethiopia. While there is no straightforward causation between a youth bulge and certain positive or negative socio-economic and political outcomes, the rise in the number of young people with limited economic opportunities and participation in socio-political processes, is a cause for concern.

The country can tap into its young population to sustain economic growth and development that could empower generations to come. However, without a tangible and strategic youth centered agenda, the country is at the risk of political, security, economic and social implosion.



University students learning about the values of constructive dialogue processes, sharing and receiving positive life experiences

The Peace Clubs formed at different Public Universities by the Ministry of Peace and the Ministry of Science and Higher Education with financial and technical support from GDPP was a critical intervention to avert such violence. These Clubs gradually evolving into Peace Incubation Centers which aim at serving university communities to enjoy sustained peace through continuous peace dialogues and bringing students together to appreciate the value of peace and harmony.

In response to this daunting challenge and to tap into its growing youth population and to foster a sense of national unity, integration and build a cohesive society at peace with each other, the **MoP** launched a National Youth Voluntary Community Service Programme (ENYVCSP) with some interim support by GDPP.

The Programme aims to promote a culture of public service, to foster national integrity, enhances respect for diversity, social cohesion and peaceful coexistence, thereby contributing to sustainable peace and stability in the country. Further, the programme will serve as a platform to empower the youth through the acquisition of knowledge and skills and by enhancing their employability and entrepreneurship capacities. The reporting period has seen the work begin to get underway to support the **MoP** to establish the systems and structures to enable the scheme to be piloted and then armed with an evaluation of the pilot schemes, to be potentially scaled up to National level.

### **Output 5. Access to justice enhanced and human rights promoted and protected across the Ethiopian society**

The last two years saw the Government of Ethiopia launching a series of bold and comprehensive reforms with a variety of new initiatives aimed at, among other things, strengthening justice and the rule of law and creating accountable systems of governance. The policy priorities set out 'Ethiopia: A New Horizon of Hope' have a clear emphasis on peace and inclusion, justice sector reform, democratization and public service delivery, transparency, accountability and effectiveness.

Within the justice sector, GDPP has been providing support to the **OAG** that has seen the establishment of the Legal and Justice Affairs Advisory Council (LJAAC). The Council is entrusted with the task of examining restrictive laws, flaws in the justice system, and developing recommendations for revisions including amendments to the laws and restructuring of institutions. Reforms introduced in the justice sector include legislative reviews, structural and leadership changes in key justice institutions. Technical assistance was also provided to the legal drafting skills in the OAG Legal Studies, Drafting and Dissemination Directorate. This provides a firm foundation looking to the future when a new justice sector reform programme will be established.

### **5.1. Regulatory and procedural systems strengthened for effective access to justice and redress mechanism.**

With GDPP support, **EHRC** were able to equip the Head and branch offices of the Commission with the necessary legal and human rights materials, such as codes and international instruments such as with basic national legal instruments, including the Criminal Code, Criminal Procedure Code, Civil Code, Civil Procedure Code, Family Law, Commercial Code, and Labour Proclamation.

**EHRC** engaged a digital specialist company to design and develop a mobile application and a Telegram Chatbot focused on providing information on human rights standards and the work of the Commission to the public. Using the Telegram Chatbot facility means that any forwarded message contains a link to its original sender. This means any message from the "bot" forwarded to a person or group is a messaging equivalent of a retweet. Together with the website, the Mobile App and Telegram Chatbot are expected to provide updated and reliable information (including human rights news, resources, publication/guidance, events) for the public as an integrated digital information management system creating an enhanced digital media and communications capacity. The intention is to make these databases easily accessible in a user-friendly manner, to a wider public, including persons with disabilities, particularly to visually impaired persons.

### **5.2. Capacity of public and law enforcement bodies to abide by human rights laws and regulations strengthened.**

During the reporting period, **EHRC** undertook a review and development of a human rights education manual about women and children's rights. The manual was not only developed to educate community members on women and children's rights and mechanisms that protect them, but also to enable them acquire or reinforce their skills needed to apply human rights in a practical way in daily life, the development of values, attitudes and behaviors, which uphold women and children's rights, as well as taking action to defend and promote their rights.

The COVID-19 pandemic has put strains in the protection and promotion of human rights around the World. The severity of the situation required the Government to announce a

state of emergency and introduce extraordinary measures that would, under normal conditions restrict human rights. While monitoring and investigation are core **EHRC** functions, special focus on monitoring of the COVID-19 related human rights situation to ensure that the state of emergency and the measures taken by the Government to prevent, control and reduce the negative impact of the pandemic on human rights that did not create new vulnerabilities, were a prominent feature of the work undertaken during the reporting period.

**EHRC** sought to ensure that the emergency measures were implemented with due respect to the law and human rights principles. The EHRC also recognized that the pandemic put the rights of different vulnerable groups under particular threat, warranting specific response to protect those groups. The monitoring work of EHRC thus gave special attention to vulnerable groups, such as women, children, persons with disabilities, IDPs, prisoners, etc. who were potentially at risk of being missed out or excluded or made even more vulnerable.

During the reporting period, **EHRC** developed a checklist and indicators to assess the protection of the right to health and education in relation to the pandemic. Using the checklist and indicators, rapid assessments in Addis Ababa, Bahir Dar, Assossa, Gambella and Mekelle were conducted. Monitoring of prisons and detention centers in Jimma and Jijiga regions in relation to COVID-19 were also conducted. In 2019, EHRC conducted monitoring visits to 44 prisons, 47 police stations, 2 juvenile detention centers.

During the reporting period the **OAG** designed and conducted human rights complaint investigation techniques awareness raising sessions for 510 middle rank and fresh graduated Police Officers 40% of whom were women. The awareness raising sessions helped to enhance the knowledge, understanding and strengthened the capacity of the Police to abide by human rights laws and regulations.

### **5.3. Established/Strengthened mechanism for monitoring, compiling and reporting of human rights protections and violence.**

The Media environment in Ethiopia has been challenged for some time with structural and institutional capacity weaknesses. So GDPP has been providing support to **EBA** in order to enhance the skills and awareness of commercial, public, community media operators and EBA staff members about professional journalism, effective communication principles and practices.

During the reporting period EBA organized and led a series of public consultations about the role of the media and created a platform for the public to scrutinize and evaluate the media. These public consultations were conducted in four regions and in Addis Ababa. The public were able to directly evaluate the Media and advocate for them to play a more constructive and positive role. The passing of the Media Policy provides the frame within which greater focus on the important role of the media will feature in the EBA AWP 2020/21

**OAG** as part of its core mandate which includes responsibility to follow up the status of the implementation of international and regional human rights treaties that have been ratified or adopted by Ethiopia, undertakes consultations with relevant bodies about the implementation of the treaties. These consultations are then assembled into a National report detailing the work to implement the Treaties.

**OAG** also has responsibility for development of the Ethiopia periodic report to the UN human rights treaty bodies and is required to prepare a national human rights action plan together with the concerned bodies. During the reporting period, an evaluation forum to consider the achievements of the NHRAP II was organized and involved field visits to all regional states with discussions held with all regional focal persons of the NHRAP about the need to ensure effective planning, implementation, reporting and evaluation of the NHRAP. The results of that evaluation have been submitted to the National Human Rights Action Plan Coordination Office which has commenced the work to draft the third National Human Right Action Plan (NHRAP) 2013-17 EFY. This drafting work was undertaken through a participatory approach with a task force, comprising of representatives of from the OAG; EHRC; Ministry of Foreign Affairs; National Planning Commission and the Ministry of Women, Youth & Children's Affairs (MoWYCA).

The preparation of the NHRAP is led by a high level Board, the members of which include: the Attorney General; Deputy Minister Ministry of Foreign Affairs; Deputy Minister; Ministry of Labour & Social Affairs; Deputy of Minister Ministry of Women & Children; Deputy Minister Ministry of Finance; Deputy Commissioner Planning Commission; Deputy Minister Ministry of Peace and the Chief Commissioner Ethiopian Human Rights Commission. Based on the Board's review decision, the next steps to be undertaken by OAG's NHRAP Coordination Office will be to incorporate the Board's comments and conduct a series of consultative forums with relevant organs of the Government both federal and regional; CSOs; and political parties. There will then be a second Board level review meeting to ensure that comments received have been incorporated and to endorse the document and submit to the Council of Ministers for approval and then formal submission to the HoPR. This work features in the OAG AWP 2020/21.

During the period of this report **OAG** commenced the work to operationalize Ethiopia's National Recommendation Tracking Database for Human Rights. The tracking database once established, will improve monitoring, compilation and reporting of human rights to respective organs and treaty bodies. This in turn will strengthen the National recommendations recording, analysis, management systems and accountability mechanisms of the OAG.

## 4. PROGRESS ON ACHIEVEMENT OF RESULTS BY INDICATORS (JULY 2019 – JUNE 2020)

Output 1: Political processes of federal and regional state legislative bodies are Inclusive and effectively delivering on their constitutional mandates				
The implementing partners which performed the activities to contribute to achievement of the output are: HoPR, EHRC, FEACC, EIO, OAG, EBA, and OFAG;				
Indicators	Targets (as per 2019/2020 AWP)	Cumulative annual results achieved current fiscal year per target/indicator	Target Met <sup>4</sup>	Remarks
Sub-output 1.1: Legislative bodies' and democratic intuitions' capacities strengthened for discharging their oversight functions;				
Sub-output indicator 1.1.1: Number of systems, frameworks, and tools developed or strengthened for enhancing oversight capacity;	1 policy & strategy (FEACC), 4 guidelines/manuals on oversight functions (1 guideline on legislation & 1 guideline on oversight by HoPR & 2 training manuals by EHRC), and 2 IT systems (EHRC);	2 training manuals developed, and 2 ICT systems installed/upgraded.  The achievement is 57 percent of the target;	Below target	The development of policy & strategy by FEACC is underway with completion of preparation for initiating field data collection since the progress was impeded by the COVID-19 pandemic.  HoPR Advisory Committee postponed the publication of the draft oversight standards to allow time for consultations to validate the draft guidelines.  Although the IT system in EHRC was upgraded to enhance communication and coordination, the system could not be fully functional because of delayed recruitment of ICT personnel.

<sup>4</sup>Below Target (4): less than 75%; Close to Target (3): 75-89%; On Target (2): 90 -105 % and Over Target (1): greater than 105%.

<p><b>Sub-output indicator 1.1.2:</b> Number of platforms established or organized to enhance oversight functions;</p>	<p>2 assessments/studies (1 comprehensive assessment of current law-making mechanisms &amp; practices by HoPR and 1 assessment on hate speech by EBA) and 6 channels for disseminating information on Audit issues and OFAG's oversight function (regional TVs, national TV, and magazine);</p>	<p>The comprehensive assessment by HoPR was not conducted because of COVID-19 pandemic and restrictions of movement.</p> <p>The assessment on hate speech conducted and public meeting on hate speech and ethics organized.</p> <p>OFAG used 6 regional and national TVs and magazine/newsletter for disseminating information on Audit and OFAG's oversight function.</p> <p>75 percent of the target achieved;</p>	<p>Close to target (just)</p>	
<p><b>Sub-output indicator 1.1.3:</b> Number of training sessions for enhancing knowledge and skills of staffs on oversight functions conducted;</p>	<p>236 staffs (108 HoPR and 128 OFAG) to be trained for enhancing capacity on oversight functions;</p>	<p>199 staff (108 staff of HoPR and 91 staff of OFAG) received skill-based training for enhancing their capacity on oversight functions;</p> <p>The achievement is 84 percent of the target;</p>	<p>Close to target</p>	
<p><b>Sub-output 1.2: Professional independence of Democratic Institutions enhanced in discharging their core functions;</b></p>				
<p><b>Sub-output Indicator 1.2.1:</b> Number of standards, procedures, and tools developed or strengthened to enhance professional independence;</p>	<p>2 standards/procedures/ platforms/tools (1 multi-platform website by EHRC to enhance visibility &amp; 1 national anti-corruption/integrity coordination platform by FEACC);</p>	<p>The relaunching of the multi-platform website to enhance EHRC's visibility was not completed and also the national anti-corruption/integrity platform of FEACC was not established;</p> <p>The achievement is 0 percent of the target.</p>	<p>Below target</p>	<p>The EHRC recruited a consulting firm to support in developing a system to re-launch the multi-platform website to enhance its visibility.</p> <p>FEACC developed a concept note to initiate development of one national anti-corruption/integrity coordination platform.</p>

<p><b>Sub-output Indicator 1.2.4:</b> Number of <b>reports</b> publicized by Democratic Institutions;</p>	<p>3 reports to publicize the professional independence of FEACC;</p>	<p>3 reports produced and disseminated (1 study report on prevention of corruption in the mining sector and 1 comprehensive report on training needs assessment of FEACC to enhance its professional independence). The Comprehensive National Asset Registration Plan Performance Report was presented to the media in June 2020.</p> <p>The report on the third national corruption perception survey was not produced.</p> <p>75 percent of the target achieved;</p>	<p>Close to target</p>	<p>The third national corruption perception survey could not progress as planned because of the COVID-19 pandemic.</p> <p>Though not a formal report, the EHRC repeatedly demonstrated its independence by issuing press notices and statements about the importance of the rule of law and protection of human rights particularly related to the enforcement of the State of Emergency.</p>
<p><b>Sub-output 1.3: Political and civic spaces expanded for effective citizens' participation and inclusion;</b></p>				
<p><b>Sub-output indicators: 1.3.3:</b> Number of awareness raising sessions organized on expanding space for civic societies and citizens participation;</p>	<p>8 forums/consultative workshops (2 forums with CSOs – most of them working on women and vulnerable groups – by EHRC and 6 forums/consultative workshops on integrity and ethics by FEACC); and also 437 participants to take part in the awareness raising forums/consultative workshops to promote ethics &amp; integrity, and fight corruption &amp; unethical behaviour;</p>	<p>In the two forums conducted by EHRC to expand civic engagement in identification of human rights concern, monitoring of human rights issues and data sharing, 15 CSOs, of which 8 working on women and vulnerable groups, participated.</p> <p>NEBE were able to translate, publish and institutionalize new laws, directives, manuals, strategies and guidelines including the conversion of the new election law into braille, audio and video.</p> <p>The capacity of 35 journalists (17 female and 18 male) were enhanced about gender responsive election reporting through a training organised by NEBE.</p> <p>EBA organized and led a series of public consultations about the role of the media and created a platform for the public to scrutinize and evaluate the media.</p>	<p>On target</p>	

		FEACC conducted 6 forums/consultative workshops with Universities, High Schools, media workers, and teacher associations for promoting ethics, integrity and fighting corruption. Four hundred thirty-seven participants took part in the consultative forums/workshops which promoted ethics, integrity and fighting corruption and unethical behaviour.  The achievement is 100 percent of the target		
<b>Output 2: Federal and regional state systems of governance are more accountable, transparent and are delivering services in inclusive and responsive ways; The implementing partners which performed the activities to contribute to achievement of the output are: FEACC, EIO, and OAG;</b>				
<b>Sub-output 2.1: Information recording, analysis &amp; management systems and accountability mechanisms strengthened;</b>				
<b>Sub-output indicators 2.1.1:</b> Number of <b>systems</b> established or strengthened, and <b>regulations</b> introduced for improving information recording, analysis & management;	2 IT-based systems (1 system by FEACC to strengthen and automate declaration of assets registration and EIO 1 hotline & call centre to remotely lodge complaints);	FEACC strengthened and automated its IT-based system for declaration and registration of assets.  EIO developed and launched hotline & call centre system for enabling complainants to lodge their complaints remotely from their respective localities. The system has enhanced efficiency and effectiveness of the information recording, analysis & management system of EIO by giving access to the public for airing their complaints immediately.  The achievement of the target is 100%;	On target	The Declaration of Assets Registration System (DARS) that FEACC established in this reporting period will be fully functional in the 2 <sup>nd</sup> quarter of the AWP (July 2020 – June 2021).
<b>Sub-output 2.2: Complaints handling &amp; feedback mechanisms for ensuring accountability and customers'/clients' satisfaction installed/strengthened, with emphasis on women and youth;</b>				
<b>Sub-output indicator: 2.2.1:</b> Number of <b>complaints and feedback mechanisms</b>	1 common database system housing in the HoPR for complaint handling & feedback provision	During the reporting period HoPR in conjunction with FEACC, EHRC, and EIO recognized the need for a single point/ common	Below target	Activity only just getting underway

modernized for ensuring customer's/clients satisfaction;	(HoPR, FEACC, EHRC, and EIO). The database system can be accessed by citizens for ensuring customers'/clients' satisfaction.	database that citizens can access to raise complaints or to engage with key democratic institutions. Therefore AWP 2020/21 will see work across these IPs to devise the common database and foster better, more accessible and transparent mechanisms for citizen engagement.  The achievement of the target is 25%;		
<b>Sub-output 2.3: Awareness of information providers and seekers promoted for ensuring quality service provision;</b>				
<b>Sub-output indicator: 2.3.1:</b> Number of outlets established for enhancing awareness of information providers and seekers for ensuring quality service provision;	70 different posters which show basic rights and complaint mechanisms to publish and disseminate by OAG;	The posters were not published and disseminated due to the COVID-19 pandemic situation. However, the OAG signed a contract with the printing company to publish the posters and disseminate during the new AWP period.  The achievement is 0% of the target;	Below target	
<b>Output 3: Citizens are empowered to voice their concerns and participate in decision-making and political processes at all levels of governance</b> <b>The implementing partners which performed the activities to contribute to achievement of the output are: HoPR, CCI, NEBE;</b>				
<b>Sub-output 3.1: Policy, system and institutional frameworks for citizens active participation, particularly women, youth and other marginalized groups in decision making processes strengthened at all levels;</b>				
<b>Sub-output indicators: 3.1.1:</b> Number of policies, systems and institutional frameworks established or strengthened for ensuring active participation in decision -making process;	1 civic engagement guideline and 1 parliamentary research network - HoPR;	The National Civic Engagement Policy was published in late 2019. The policy establishes a participatory approach to governance, and supports development of a democratic society, where the voices of the people are heard by, and able to influence the Government.	Close to target	

		<p>In the HoPR the planned development of a bespoke civic engagement guidelines could not progress in the absence of data collected from key informants including key stakeholders including CSOs, media, Regional state councils, selected MPs, and the HoPR Secretariat due to the pandemic. But the inception report and data collection tools were developed ready for deployment once social distancing restrictions are lifted;</p> <p>The parliamentary research network established by HoPR to enhance working relationship between the House and think-tank/academia.</p> <p>NEBE commenced work to develop an integrated NEBE Communication strategy. Core messaging components, tools, communication channels were defined in preparation for the future elections.</p> <p>A National Case Study of Mapping of Political Parties and Gender Equality (Gender Audit of Political Parties) was completed for NEBE to assess women’s political participation and their inclusion in decision making processes. NEBE is reviewing the study before submission to the Political Parties.</p> <p>The achievement of the target is 75%;</p>		
<b>Sub-output 3.2: Awareness of citizens on the functions of legislative bodies, executive organs and democratic institutions raised;</b>				
<b>Sub-output indicator: 3.2.1:</b> Number of outlets developed and put in place for raising the	1 digitized documentation system, 1 IT-based parliamentary information service, and 1	The digitized documentation system was not established due to delay in the technical document preparation and review;		Below target

awareness of citizens on the functions of IPs;	representation function guideline - HoPR;	The IT-based parliamentary information service upgraded with installation of the IT equipment and started dissemination of information to the members of parliament and the public without interruption;  The representation function guideline developed for effective dissemination of information to the public by representatives;  The achievement is 67 % of the target;		
<b>Sub-output indicator: 3.2.2:</b> Number of citizens who are <b>aware of or familiarized with the functions</b> of legislative bodies, executive organs, and democratic institutions;	One awareness raising session and 123 participants - CCI;	CCI conducted 1 awareness raising session to 123 participants so as to familiarize them on establishment and strengthening contribution of regional inquiries as platform for reaching the public;  The achievement of the target is 100%	On target	

**Output 4. Systems and mechanisms for intergovernmental relations, promoting social cohesion, managing diversity, promotion of peace culture, preventing and managing conflicts, fostering dialogues and building peace are strengthened at national, regional, and local levels;**  
**The implementing partners which performed the activities to contribute to achievement of the output are: MoP, CCI, and HoF;**

**Output 4.1: Systems on diversity management and social cohesions developed and put in place at all levels;**

<b>Sub-output indicators 4.1.1:</b> Number of <b>systems</b> on diversity management and social cohesion developed and put in place;	1 system upgrade and 2 laws (1 law for standardization of agricultural products for commodity exchange (with collaboration with MoA), and another one law on citizens benefits from national health insurance (in collaboration with MoH - (HoF;	HoF's upgraded its IT system to enhance documentation & knowledge management for effective knowledge management & social cohesion.  HoF in collaboration with MoA drafted and endorsed the law which standardized agricultural products for commodity exchange in order for enhancing social cohesion. HoF in collaboration with MoH also drafted legislation about citizens benefits from	On target	Inter-Governmental Relations (IGR) is in the context of Ethiopia are the least developed and least understood dimension of federalism this is not surprising given the fact that Ethiopia is still a very young federation. Prior support enabled a draft mechanism/framework to be developed. The draft was submitted,
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	<p>1 constitutional interpretation in line with the deferment of third national election due to COVID – 19 pandemic- CCI;</p>	<p>national health insurance. These laws help to build one political and economic policy which will eventually consolidate national consensus and national unity.</p> <p>CCI interpreted the Constitution following House of Peoples Representatives endorsement for constitutional interpretation due to impossibility of conducting the election in August 2020. CCI conducted the comprehensive assessment of the Ethiopian’s Constitution and held Amicus Curiae and then interpreted the Constitution and presented its recommendations which informed the decision to postpone the general election due to the pandemic. The HoPR also confirmed that the elections will be held once the health authorities have confirmed that it is safe to do so.</p> <p>The achievement is 100% of the target;</p>		<p>and it remains under review in the HoPR.</p> <p>The AWP’s 2020/21 for MoP, CCI and HoF all include activities related to IGR.</p>
<p><b>Sub-output 4.2: Policies/strategies and platforms established/strengthened for an effective peace architecture of conflict prevention and peace building at all levels of governance;</b></p>				
<p><b>Sub-output indicators: 4.2.1:</b> National peace policies/strategies and mechanisms developed/adopted;</p>	<p>1 comprehensive national conflict mapping &amp; formulation of national conflict prevention &amp; peace-building strategy – HoF in collaboration with MoP, and 1 IT-based case flow management system/mechanism - CCI;</p>	<p>The comprehensive conflict assessment &amp; mapping exercise was completed. HoF in collaboration with MoP engaged in the formulation of national conflict prevention &amp; peace-building strategy;</p> <p>1 IT-based case flow management system/mechanism developed and put in place by CCI for enhancing the effectiveness and efficiency of case-flows on constitutional related appeals of the public;</p> <p>The achievement is below target</p>	<p>Below target</p>	<p>Although the groundwork undertaken by the MoP and HoF was completed there are ongoing discussions underway to agree the delineation and complementarities between MoP and HoF. The pandemic also slowed progress to be able to implement activities. In order to move forward separate discussions are planned with MoP to define and help support the development of a peace building strategy founded upon the MoP 10 Year Plan.</p>

<b>Output 5: Access to justice enhanced and human rights promoted and protected across Ethiopia;</b>				
<b>The implementing partner which performed the activities to contribute to achievement of the output is: EHRC and OAG;</b>				
<b>Sub-output 5.1: Regulatory and procedural systems strengthened for effective access to justice and redress mechanisms;</b>				
<b>Sub-output indicators 5.1.1:</b> Number of <b>legal frameworks and procedures</b> established or strengthened to promote and enhance access to justice,	19 national legal & human rights instruments/procedures/tools (13 basic national legal instruments and 6 national & international legal & human rights instruments/tools/procedures - EHRC;	EHRC collated and distributed 13 national legal instruments/tools/procedures and 6 national and international legal & human rights instruments/tools to enhance the capacity of head office and branch offices' experts on analysis of legal & human rights issues and recommending redressing mechanisms;  The achievement is 100 percent of the target;	On target	
<b>Sub-output 5.2: Public and law enforcement bodies' awareness on human rights laws and regulations promoted</b>				
<b>Sub-output indicators 5.2.1:</b> Number of platforms organized to promote public awareness on human rights laws and regulations;	1 human rights education manual - EHRC;	EHRC developed and disseminated human rights education manual on women & children rights to educate and raise awareness of the public on human rights issues including the rights of women & children;  The achievement of target is 100 percent;	On target	
<b>Sub-output indicators 5.2.3:</b> Number of awareness raising sessions conducted to advocate or enhance awareness and knowledge of law enforcement	5 awareness raising and advocacy sessions - OAG;	EHRC 5 awareness raising sessions on human rights investigation techniques conducted for enhancing the awareness of federal and regional police officers;  In the five awareness raising sessions on human rights investigation techniques conducted, 510 federal & regional police	On target	

organs on human rights promotion;		<p>leadership members/officers were trained for enhancing their skills and knowledge on human rights investigation techniques;</p> <p>Out of the 510 police leaders &amp; officers who took part in the training, 40% were women leaders and officers</p> <p>The achievement of target is 100 percent;</p>		
<b>Sub-output 5.3: Established/strengthened mechanisms for monitoring, compiling, and reporting of human rights protection and violation;</b>				
<p><b>Sub-output indicators: 5.3.2:</b> Number of mechanisms established or strengthened for monitoring, compiling, and reporting of women and children rights protection and violations;</p>	<p>2 human rights monitoring visits and reports for prisons and detention centres in relation to COVID-19 and also 1 rapid assessment on the protection of the right to health and education in relation to COVID 19 pandemic – EHRC;</p> <p>The rapid assessment covers areas such as Addis Ababa, Bahir Dar, Assossa, Gambella and Mekelle</p>	<p>EHRC conducted monitoring of prisons and detention centers in 2 selected areas (Jimma and Jijiga) in relation to COVID 19 as prisoners are identified as one of the vulnerable groups; and the Commission produced reports with recommendations on what should be done to protect, reduce negative impact of COVID 19 on persons in the prisons and detention centers;</p> <p>The monitoring reviewed the human rights situation to ensure that the state of emergency and the measures taken by the Government to prevent, control and reduce the negative impact of the pandemic on human rights for ensuring that the situation in the prisons &amp; detention centers did not create new vulnerabilities;</p> <p>EHRC conducted one rapid assessment in Addis Ababa, Bahir Dar, Assossa, Gambella and Mekelle on the rights for health and education vis-à-vis COVID 19;</p> <p>In this reporting period, the rapid assessment report produced recommendations that will</p>	On target	

		<p>be compiled and shared with relevant government and non-government actors;</p> <p>GDPP continued to support the Justice and Legal Affairs Advisory Council (JLAAC) through OAG for legislative reviews such as the Election Management Body/NEBE Establishment Law, the EHRC Establishment Law</p> <p>Work to evaluate the implementation of NHRAP II was completed and this will help shape and inform the content of the NHRAP III which is now under development.</p> <p>The achievement is 95% of the target;</p>		
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## 5. IMPLEMENTATION CHALLENGES

GDPP sits at the nexus between political and administrative actors all of whom are grappling with the wide-ranging transformational democratization agenda. Transformational changes in governance take both time and patience since they require institutional changes and often are under time pressures where expectations about the results to be achieved have to be carefully managed. Changes in the leadership within an Implementing Partner may result in a slow down as the new person gets to grips with their role and the GDPP ways of working, which have been dealt with through the provision of briefing and to advocate for the work of the Programme.

As the reform agenda has gathered pace so too have some of the challenges previously identified in prior Annual Reports been magnified which going forward will mean that GDPP will devote additional resources to minimize the impact on the implementation of the Programme. The challenges include;

- (a)** The COVID-19 pandemic and the five-month State of Emergency declared in April 2020 resulted in major changes across the public service as many staff were working from home, grappling with poor connectivity and power outages;
- (b)** Planned activities including field visits, training programmes, etc. all had to be deferred and Workplans modified accordingly;
- (c)** There were uncharted waters for the country and the IPs given the decision to postpone the scheduled 2020 elections until 2021. This the first time such a situation had arisen and so plans to in effect to enter a pre-election purdah phase had to be revised to ensure the work of the IPs continued pending the outcome of the CCI advice to the Parliament;
- (d)** The security situation of the country also remains challenging with ethnic violence exacerbated when unexpected events occur - in late June 2020 the country saw violent protests and the shut-down of the internet for 3+ weeks);
- (e)** In the case of a number of the IPs, the key challenge remains the mobilization of the top leadership of the institution in support of the Programme. Indeed, as reported by the technical staff/focal points, the Programme witnessed delays and faces serious hurdles when the top leadership does not provide the requisite strategic guidance and thus takes decisions in a timely manner;
- (f)** GDPP is expected to support IPs in their transformational and reform plans, which align and are expected to feed into the overall country reform priorities as expressed by the Government. Some IPs are challenged to think outside of the box and in an innovative manner; which UNDP has been seeking to minimize by explaining that the non-transformational and peripheral activities that do not contribute to the theory of change should not be proposed in the AWP;
- (g)** Weak Programme documentation and reporting (in some cases the complete absence of reports) by a number of the IPs seem challenged to provide sufficient

stories about the Programme results in a timely manner which presents a serious challenge to the Programme. Reporting remains largely at an activity level, and there remains an inability to provide a narrative that identifies and evidences the changes as a result of the support provided;

- (h)** Delivery rates/absorption capacities for some IPs appeared to be low for example MoP utilization was 56% in comparison to EHRC at 112%. A number of IPs have been slow to provide the documentation linked to their progress reports in order to retire financial advances. Such instances have been taken up on a bilateral basis and brought to the attention the senior leadership within the IP, but no major improvements were observed as of now;
- (i)** The processing of procurement requests by IPs using the GoE Public Procurement Regulations remains slow with IPs preferring to request that UNDP undertakes most procurement. The IPs reported that there are lengthy discussions between the IP level procurement unit and the committee established to approve procured services and goods. The committee sometimes cancels processed procurements after it reached its final stage for minor errors and thus revert the process to zero which means that a fresh procurement exercise has to be launched. Moreover, the Integrated Financial Management System (IFMS) continues to have challenges which the IPs pray in aid of whenever procurement action is required. Their preference has been to seek UNDP support to undertake the procurement action on behalf of the IPs. Before the COVID-19 pandemic struck this was a manageable task. However, during the reporting period, it has become clear that UNDP is being asked to deal with virtually all procurement requests for the IPs as a standard operating procedure. This is neither sustainable nor appropriate. The need for the IPs to use the existing GoE Procurement Regulations to procure goods and services rather than always rely upon the UNDP procurement systems will be encouraged so that the rate of implementation is not compromised and the capacity of the individual IPs to plan for and manage their own procurement is enhanced.

## 6. GDPP MID TERM REVIEW (MTR) 2020 – BRIEF OVERVIEW

2020 marks the half way stage in the life of GDPP and so in order to look back at the accomplishments of GDPP, but also looking towards the future in terms of using the lessons learned over the last three years of implementation in order to help shape the future of GDPP. The 'formative' mid-term review at its core also sought to ensure that the Programme remains relevant and responsive to the needs of the country. The MTR also helped to inform programme revisions and any necessary adjustments in the remaining period of the programme so as to ensure that the programme is more relevant, effective and efficient in achieving its intended results (outputs and outcomes).

The formal external Mid Term Review (MTR) exercise took place in early 2020. This opportunity to pause and reflect on the work/progress of GDPP was valuable because democratic governance programmes impacts, and results are based on incremental changes which need to be captured to measure the success or otherwise of a programme. But this can mean that the impact of the support provided is not easily identifiable with clear links to the GDPP support. The evidence provided by the MTR suggests that the Programme that the aims of GDPP were ambitious – to work simultaneously with x11 individual Implementing Partners to help strengthen their ability to deliver on their core mandates but the progress made indicates the Programme is having an impact.

## 7. Lessons Learned

- ***The need to create opportunities for more regular monitoring of programme implementation:*** It is important for IPs and Development Partners to have opportunities provided for direct engagement as the implementation progresses. In addition to monitoring visits having more IP – DP engagement will help foster and deepen the shared vision which GDPP seeks to achieve. The IPs will be able to showcase their work and the DPs will be able to gain a better understanding about the challenges that IPs face in implementing the democratic reforms at both institutional level and how these fit into the wider governance reforms.
- ***The wider governance reforms environment:*** The GDPP MTR has demonstrated that whilst good progress has been made by the IPs against a backdrop of significant reforms across the democratic governance landscape and captured within the broader framework of reform Ethiopia: A New Horizon of Hope<sup>5</sup> that given the scope of the reforms, this is both complex and challenging for many public sector institutions.

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<sup>5</sup> <https://pmo.gov.et/>

- ***GoE Prioritization of governance sector reforms:*** There is a need for the GoE to prioritize those areas where its reform initiatives need to be underpinned by targeted assistance to support institutional development in the public sector. This has been proven to be a good approach as evidenced by the work associated with the home-grown economic reform agenda which covered several sectors, across a number of ministries and agencies, and each was required to identify their own capacity development needs.
- ***GDPP IP institutional capacities:*** A key lesson learned for GDPP in its 3<sup>rd</sup> year of implementation, is that all the IPs could do with some support to help manage the reform on topics such as change management, coordination, synergy and collaboration with other Democratic Institutions on areas of common interest as well as understanding both the value and importance of monitoring, learning and evaluation.
- ***Standards of reports and accountability:*** GDPP has been helping to support the IPs to tackle these issues through coaching and in some cases allocating staff dedicated to help support the IPs. It remains clear that the limitations related to reporting on progress and the timely submission of financial reports continue to be a significant challenge for a number of the IPs.
- ***Citizen engagement opportunities:*** The MTR has identified that taking the concept that “strong, inclusive and responsive democratic institutions are the bedrock to ensure good governance and democracy”, then the focus of the GDPP support has been towards the supply side of the governance equation. However, there is recognition that the “demand side” of governance - citizens, civil society were not directly targeted or supported by GDPP. The expectation was that the participation aspect of the Programme would be achieved by way of creating a more enabling environment for civic engagement, and through the IPs workplans. This has to some extent become more likely as the democratic space has opened up since 2018 but this is an area where work in the remaining period will seek to adopt a more systematic and structured approach supporting the IPs to consider the opportunities for greater citizen engagement and building relationships with civil society organizations. In addition, providing platforms for greater openness to the citizens and working together with other democratic institutions within the GDPP family on areas of common interest for example devising a Common Database system among DIs (esp. HoPR, FEACC, EHRC, & EIO) will help to enhance horizontal integration and faster citizens complaint handling and provide a redress mechanism which will benefit the citizenry.
- ***Long term sustainability:*** As identified in the MTR, work to consider the longer-term sustainability of the GDPP funded interventions will be a key feature in the next round of individual IP AWP. The need to avoid a dependency on GDPP support is important

to ensure that the IPs have systems and structures in place to be able to carry on with the work of GDPP in the absence of donor funding.

- ***Transformative approaches:*** Reflecting on the year in review, it is also important for the IPs to consider activities within their Annual Workplans that are transformational in nature. In some IPs the perception has been that GDPP meets shortfalls and provides support for tasks and activities which relate to usual, steady state operations of the IPs, which is inconsistent with the intent of the Programme. So, efforts to help the IPs understand the transformational approach of GDPP will continue.
- ***IPs growing strength:*** The reporting period has seen numerous examples of the growing assertiveness and confidence within some of the IPs to appreciate their key role in the democratic governance arena. Public statements made by the IPs about the rule of law and the adherence to human rights principles and practices have characterized the second half of the reporting period. This evidences that the IPs growing confidence and commitment to the principles of transparency and accountability and can be linked to the support provided through GDPP.
- ***Importance of business continuity planning systems:*** If 2020 has revealed anything, it is the importance of business continuity planning and flexible risk management planning and mitigation, which became crucial to ensure the continuity of government functions. following the Proclamation of a 5-month State of Emergency in April, a significant proportion of the public service had to adopt a remote working modality rather than operate from their government offices. The use of information technology became a vital means of ensuring the continuity of the work of Government. The net result was a slowdown in the rate of implementation of the agreed Workplans as public servants had to adapt to the new ways of working as well as seek to not be affected by COVID-19. The April 2020 re-purposing exercise helped to identify new ways to implement activities contained in the Workplans and within the GDPP theory of change, to devise new activities to be implemented to ensure that any slow down during the pandemic was managed and that the gains made since 2017 were not reversed.

## 8. CONCLUSIONS AND WAY FORWARD

The MTR as a formative evaluation exercise, had a dual purpose of learning and accountability. By taking an in-depth review of the implementation of the programme in order to draw lessons for evidence-based decision making regarding the next implementation phase. This was important for making the GDPP relevant in the country's changing political and governance environment thereby enhancing its effectiveness and efficiency. Evidence and lessons from the evaluation have fed into the revisiting/revamping of the programme to meet the timely needs of the direct and indirect beneficiaries of the programme and also other key stakeholders.

The MTR has distilled the work of the Programme to date and the ten recommendations provided a useful framework for the scope and activities to be conducted in the remaining 1 ½ years of the Programme. But the rate and pace of change within the governance sector in Ethiopia remains an evolving scene since the country has to contend with the impact of the COVID-19 pandemic, the global economic downturn and the challenges related to inter/intra ethnic conflicts, the largest proportion of Internally Displaced Persons and a significant youth bulge. All of these external influencing factors directly affect the GDPP IPs.

In the context of the wider consultations which take place within the Development Assistance Group (DAG)<sup>6</sup> which has been in existence since 2001, the attention during the reporting year has been focused on looking at institutional development and how to implement the ambitious reform agenda.

At this strategic level, a rapid assessment about the lessons learned related to the institutional development for Ethiopia's current reform agenda were presented and agreed by the GoE in March 2020. That agreement resulted in adoption of 10 principles for institutional development and a new definition of capacity development.

These Principles for institutional development and doing development differently include;

1. Always provide context-specific assistance to support country-owned and locally led change;
2. Understand both formal and informal incentives when devising a public sector reform and planning international assistance;
3. Consider different entry points and multi-actor processes, including both public sector ('supply-side') reforms and external ('demand-side') initiatives to improve public sector effectiveness as well as its accountability, responsiveness and inclusion;
4. Countries in transition require a prioritised and sequenced approach, including paying attention to both capacity and legitimacy;
5. Facilitate processes of change rather than just providing technical solutions;

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<sup>6</sup> Main objective of the DAG has been to promote greater effectiveness in the delivery of official development assistance (ODA) and to foster cooperation and coordination among all development partners and the GoE.

6. Consider whether whole-scale reform or 'pockets of effectiveness' are more appropriate objectives, and how Problem-Driven Iterative Adaptation can be used;
7. Avoid stand-alone training;
8. Consider different types of technical cooperation beyond technical advisers, which is identified, procured and managed by those who will benefit from the assistance;
9. Institutional reform programmes are encouraged to be flexible and adaptive;
10. Invest in ongoing monitoring, evaluation and learning based on an explicit theory of change and theory of action.

For GDPP as an ongoing programme, these Principles helped to shape and inform the thinking and support provided to IPs in formulating their AWP for 2020-2021.

This means that the Programme has recognized the importance of having AWPs framed within the principles and devised by the IPs that are designed in such a way that there is flexibility to respond to emerging needs, for example the work requested by the HoPR for the Council of Constitutional Inquiry (CCI) to assess the Constitutional lacunae that arose given the deferral of the 2020 Elections. The AWP could not have foreseen such a request but the Workplan was adapted to enable GDPP to support the request. Nevertheless, as identified in the lessons learned work to help the IPs to identify transformational activities, which can be challenging for some IPs, will be a key issue of targeted support in the remaining period of the Programme.

In designing the new AWPs July 2020-June 2021, UNDP have worked closely with the individual IPs to help them understand the need to design more transformational activities rather than the "business as usual" approach. This has been a challenge for some, and additional support has been provided. In addition, the work to undertake a detailed risk assessment with each of the IPs builds on the lessons learned in 2020 related to the impact of the pandemic and the need to be flexible and adaptive. But it remains important not to compromise the need to continue to provide support in the context of the GDPP theory of change and not to design activities that may undermine or dilute the relevance of the GDPP support.

The GDPP governance architecture has established both a strategic level Programme Management Board (PMB) and a more operational Programme Technical Committee (PTC). Armed with the MTR recommendations it will be important that the GDPP governance systems are able to track and adapt to the changes that will occur pre- and post-election. As is a feature in any democracy, there are expected slowdowns expected in the run up to the re-scheduled 2021 elections and also post-election may see personnel changes across organizations which will impact on the progress of GDPP implementation.

The importance of GDPP Development Partners (DPs) having more opportunities to directly engage with and offer insights into the work of the Programme is crucial to both be able to see progress but for DPs to understand the challenges that IPs face in implementing the governance reforms. Therefore, going forward it is recommended that more ad hoc

opportunities for meetings/field visits between IPs and DPs will be identified to foster better and more regular opportunities for information sharing and joint planning in the context of GDPP support.

On the issues associated with greater integration of gender and social inclusion (GESI) themes and support across the Programme, the additional support will be designed to coach and mentor the IPs to mainstream gender more concretely. Thematic topics include a review/skills audit of the existing systems and structures related to gender and social inclusion within the IP. Assessing how social inclusion can be addressed, identify who is excluded, how and why they are excluded, suggest possible ideas about social promotion and inclusion. That review will examine the institutional/internal; programmatic and operational issues and the importance of all IPs allocating funding and expertise. Where skills gaps are identified, GDPP will assist the individual IPs to close such gaps, for example if there is a Gender Directorate within the IP. The expected outcome of the support will be that IP policy development and reform proposals are better informed by GESI themes.

The importance of developing a clear exit strategy and sustainability plan will be an important feature of the work in 2020/21. Such strategies and plans have to be devised in close consultation and with the full ownership of the individual IPs. As well as the transfer of skills and expertise, the need for IPs to consider the budgetary impact without a development partner instrument such as GDPP, needs to be planned for in the annual IP budget estimates. Therefore, support will be directed to ensure a smooth and orderly transfer of responsibility from GDPP to the individual IPs in the coming months. UNDP recognizes that additional support may also include refresher training for IP staff about results-based management, monitoring, learning & evaluation and skills and effective programme management and result reporting.

The MTR contained recommendations about the need to narrow down the overall scope of GDPP. Whilst this is subject to consideration by the PMB, there is a growing natural evolution that has commenced:

- Within the *Justice/Rule of Law sector* the GoE has indicated its intention to adopt a sector wide approach to launching a Justice Sector reform driven by the Joint Justice Sector Coordination Committee. The Justice Committee (Abiy Committee) is comprised of justice sector institutions: Federal Supreme Court, Federal Attorney General, Federal Police Commission, Federal Prisons Administration and the Addis Ababa Police Commission) as well as the Prison Administration, have endorsed a Common Agenda document that identifies common issues, goals and objectives by considering the individual functions and responsibilities of each institution of justice. As a first step, a rapid comprehensive justice sector assessment will get underway in late 2020 which will ultimately result in the creation of a separate Justice Sector Reform Programme.

- The UNDP Country Programme Document (CPD) 2020-2025 sets a key area of support to be the development a *Peace building/social cohesion strategy* to support the GoEs broader reform agenda. So, work will move forward to align with the Ministry of Peace who are the leading GoE Ministry tasked with the development of a Peacebuilding Strategy for Ethiopia. This would mean, if materialized, that a major component will break away from GDPP.
- The *Ethiopian Human Rights Commission (EHRC)* as one of the GDPP IPs, has become increasingly seen as growing in prominence as the leading National Human Rights Institution and has been undergoing a series of structural reforms to enhance its role in Ethiopia. 2020 will see a large comprehensive programme of support funded by the Danish Institute for Human Rights getting underway.
- The work to support the *National Electoral Board of Ethiopia* is largely captured in the multi-donor “Supporting Elections for Ethiopia’s Democracy Strengthening” (SEEDS) programme. The support that GDPP provides is targeted towards strengthening the institutional capacity of the Board as a democratic institution as opposed to election-specific support.

In looking forward to the remaining portion in terms of the GDPP AWP 2020/21 there are some interesting themes that have been identified by the IPs to be pursued which are topical and reflect the growing confidence of IPs to address the fundamental practices, principles and systems of democratic governance including themes such as;

- Greater emphasis on gender and social inclusion issues support will be provided to the IPs to help build on the GDPP Gender Analysis Report 2019 by **all IPs**;
- Joint review meetings with media outlets, journalists, and other stakeholders to assess the role of media in peace building, democracy, and raise awareness about the anti-hate speech and disinformation Proclamation to media professionals facilitated by the **EBA**;
- A new Anti-Corruption policy and strategy informed by a National Ant-Corruption Perception Survey will be developed and completed by the **FEACC**;
- GDPP will support **MoP** to undertake some initial work to devise national dialogues to counteract religious extremism. Thematic areas of intervention will include high level events to engage with key policy makers, political leaders and federal and regional IGR focal institutions to develop training sessions about Federalism and Inter Governmental Relations. And also to adopt bottom up approaches working with local women and youth association leaders to foster better understanding about Federalism; **MoP** will seek to address the key features of positive social capital rather than the focus of conflict by building national consensus and highlighting local values using community level dialogues and direct engagement with minorities such as women, youth, people with disabilities and the rural poor;

- **EHRC** will develop materials and conduct human rights education for law enforcement organs during the election period, as well as to human rights clubs in schools on fundamental human rights standards;
- Development of a manual to enable the **HoPR** to fully exercise their oversight function and ensure that the watchdog bodies that report to the HoPR understand their key role and have the support of the HoPR to enable them to effectively discharge their watchdog responsibilities will be developed;
- Work to undertake a study and establish a common data base for selected **Democratic Institutions** (HoPR, FEACC, EHRC, & EIO) towards enhancing horizontal integration & swift citizens complaint handling and redress mechanisms will be completed;
- **HoF** will conduct an assessment on Nationality Rights Protection and devise new administrative arrangements in collaboration with relevant stakeholders to enhance social cohesion in SNNPR;
- The **OAG** plans to undertake an assessment on the legal gaps for addressing violence against women and children and initiate legal reform to develop comprehensive legislation about VAWC. Also, the work to finalize the 3<sup>rd</sup> National Human Rights Action Plan will be completed;
- **OFAG** plan to conduct skill-based training to OFAG's staff on Audit Recommendations Tracking System and Application of Software on Balanced Score Card System;

**ANNEX 1 - GDPP EXPENDITURE PROFILE PER OUTPUT:  
JULY 2019-JUNE 2020**

Output	As per Programme Document	July 2019 - June 2020	% age Utilization
	Output	Expenditure Per Output	Per Output
Output 1:	Political processes of federal and regional state legislative bodies are inclusive and effectively delivering on their constitutional mandates	2.149.199,00	96%
Output 2:	Federal and regional state systems of governance are more accountable, transparent and are delivering services in more inclusive and responsive ways	329.124,00	83%
Output 3:	Citizens are empowered to actively participate in decision-making and political processes at all levels of governance	225.361,00	53%
Output 4:	Systems and mechanisms for promoting social cohesion, managing diversity, preventing and managing conflicts, fostering dialogues and building peace are strengthened at national, regional, and local levels	821.133,00	130%
Output 5:	Access to justice enhanced and human rights promoted and protected across the Ethiopian society	500.538,00	104%
Output 6:	Project is Managed and Delivered Efficiently and Effectively	812.415,00	78%
	<b>Total</b>	<b>4.837.770,00</b>	<b>93%</b>

## ANNEX 2- GDPP ALLOCATION VS. EXPENDITURE PER IP JULY 2019 - JUNE 2020

In USD													
IP	NEBE	HoF	CCI	FEACC	OAG	MoP	EBA	HoPR	OFAG	EIO	EHRC	UNDP	Total
Allocation Per Signed AWP	879.600	230.800	250.000	364.900	374.000	413.400	363.000	569.900	289.100	564.900	337.400	774.163	5.411.163
Expenditure	536.085	388.259	271.245	279.911	270.633	232.734	366.525	503.274	237.868	368.812	378.886	969.982	4.804.214
Rem. Bal.	343.515	(157.459)	(21.245)	84.989	103.367	180.666	(3.525)	66.626	51.232	196.088	(41.486)	(195.819)	606.949
<b>%age of Expenditure</b>													
<b>TOTAL</b>	<b>61%</b>	<b>168%</b>	<b>108%</b>	<b>77%</b>	<b>72%</b>	<b>56%</b>	<b>101%</b>	<b>88%</b>	<b>82%</b>	<b>65%</b>	<b>112%</b>	<b>125%</b>	<b>89%</b>

Over expenditure of some of the IPs is b/c of prior period advance settlement

**ANNEX 3 - GOVERNANCE & DEMOCRATIC PARTICIPATION PROGRAMME ( GDPP)  
CONTRIBUTION VS. EXPENDITURE BY DONOR  
JULY 2019 - JUNE 2020**

in USD

Donor	Opening Bal.	Contribution	Total Contribution	Expenditure	Rem.Bal	%age of Expenditure
<b>Denmark</b>		1.066.667,00	1.066.667,00	628.865,00	437.802,00	59%
<b>Norway</b>	702.494,00	939.519,00	1.642.013,00	1.410.506,00	231.507,00	86%
<b>Sweden</b>	282.598,00	3.118.613,00	3.401.211,00	2.162.797,00	1.238.414,00	64%
<b>Austria</b>	324.605,00	555.556,00	880.161,00	249.441,00 <sup>7</sup>	630.720,00	28%
<b>UNDP</b>		600.000,00	600.000,00	352.604,00	247.396,00	59%

<sup>7</sup> The expenditure for Austria was the source of the advance transferred for the MoP & OFAG in Q.1 & Q.2 which have to be reported on by the concerned IPs

*In addition to the support that GDPP provides to the Implementing Partners it is also important that they communicate with the public about their role and responsibilities in supporting good governance in Ethiopia. Though 2020 has been a challenging year, a number of the IPs have made public statements and set out below are a small snapshot that help to reinforce that role and help the public see that even in times of crisis the rule of law and observance of human rights remain a constant.*

- **Office of Attorney General Enforcing the Rule of Law is not a matter of negotiation Press Release February 13, 2020.** *The press release noted that the Office of Attorney General of the FDRE was conducting a variety of activities to strengthen the system and ensure rule of law. Especially, as a result of the focus given by the government to improve the legal and justice system and to enhance participation in the sector amendments have been made by organizing legal and justice issues consulting forum that includes highly experienced and competent legal professionals from outside of the government structure on laws that could widen the democratic environment.*
- **OAG Press Conference initial points issued to media on current issues February 25, 2020.** *This statement by the Federal Attorney General summarized the importance of the legal frameworks that have been enacted to bring about radical change, especially in the context of the country's legal and judicial reform. In terms of ensuring accountability to the law, it has been possible to prosecute those suspected of serious corruption and human rights abuses at various government institutions, public and private banks. In terms of law enforcement, the ongoing conflict in some areas is an obstacle for the government to stabilize and lead the change. As a result, human lives were lost, public and government property was destroyed, and many were displaced.*
- **Recommendations from the Ethiopian Human Rights Commission on the prevention of Covid-19 (Coronavirus) and the respect of human rights in Ethiopia March 31, 2020.** *This included how the EHRC would consult and conduct monitoring with relevant stakeholders on the subject of high-risk sections of the society, prisoners, IDPs, internet shutdown and its impact. The Commission acknowledges the attention given by the government and the series of measures being taken in this regard.*
- **Statement and Recommendations on the Implementation of the State of Emergency Proclamation and Regulation 14 April 2020.** *The EHRC announcement that it would conduct a rapid assessment on the details of the Proclamation on the State of Emergency and the Regulation of the Council of Ministers to determine if they comply fully with the Constitution and international human rights obligations, and submit a comprehensive recommendations to the Government on issues that must be rectified.*
- **The right to movement should only be restricted in a proportional manner 17 April 2020.** *EHRC issued a press release that advance notice should be provided prior to the restriction on the right to movement and regulation on public transport services. Any restriction imposed by Federal and regional governments on the right to movement and public transport services to prevent the spread of Corona virus should take into account human rights principles. The Transport Sector Implementation Directive issued by the Ministerial Committee on 17 April 2020 imposed various restrictions on private vehicles and vehicles providing public transport services effective from the day the Directive was issued without any advance notice. Even though the restriction includes measures necessary to ensure social*

- distancing and reduce overall movement aimed at preventing the spread of the Corona virus, the absence of any advance notice as well as, the necessity and proportionality of some of the measures raises concern.*
- **Arrested Persons have the right to be released on bail. The right to bail is a fundamental human right and shall be respected even during a State of Emergency April 25, 2020 Press Statement.** *On the occasion of the "Africa Pre-Trial Detention Day"<sup>8</sup> the EHRC expressed concern over the failure to respect the right for bail and lengthy pre-trial detention including the recent cases of two individuals arrested in connection with the information they released about Coronavirus.*
  - **Moratorium on Forced Eviction of Informal Settlements during the State of Emergency 28 April 2020** *This related to media reports about forced eviction of families from informal settlements in Addis Ababa and other cities, Chief Commissioner of Ethiopian Human Rights Commission Dr. Daniel Bekele said: "Informal settlement is a major socio-economic problem in most cities including Addis Ababa. Forced eviction of families during #COVID19 poses great risk for vulnerable people including women and children. While there is a legitimate need to prevent new informal settlements, Ethiopian Human Rights Commission calls for moratorium on forced eviction of existing settlements during the state of emergency period."*
  - **Comprehensive National Asset Registration Plan Performance Report Presented to the Media June 26, 2020** *FEACC presented the Plan to media representatives and explained the system for the disclosure and registration of assets is a means to disclose the source of asset and benefits of public officials, elected persons, appointees and employees by making sure that the asset was not a result of the abuse of their official position and that a conflict of interest is avoided. Apart from its importance in the prevention of procuring undue enrichment and conflict of interest, it also helps the investigation of corruption.*
  - **The human rights of detainees warrant a special attention in relation to the Coronavirus Pandemic Press Statement June 26, 2020.** *EHRC announced that it had carried out a quick field observation and monitoring on selected police stations and prisons in the city of Addis Ababa from May 20-25, 2020 to check on the human rights condition of detainees in relation to the Coronavirus pandemic. During the monitoring, EHRC has acknowledged the measures taken by the government to protect detainees or inmates from the coronavirus, to control its spread and minimize its damage through the reduction of their number and supplying of the necessary materials. The monitoring exercise revealed that there are still concerning risks of human rights in terms of the international human rights principles and standards. The Commission sent the monitoring report and its recommendations to the appropriate federal and regional state organs and to international organizations which can offer their support.*

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<sup>8</sup> The Africa Pre-Trial Detention Day aims to create about the plight of thousands of people held in pre-trial detention in police cells and prisons for prolonged periods without trial and to develop a criminal justice system which is founded on the respect of human rights. The Luanda Guidelines on the Conditions of Arrest, Police Custody and Pre-Trial Detention in Africa, which were officially launched by the African Commission on Human and Peoples' Rights, emphasize that remand detention should only be ordered as an exceptional measure, and encourages State Parties to the African Charter including Ethiopia to establish and maintain alternatives to remand detention for the avoidance of uncalled-for detentions and development of the criminal justice system.



## ANNEX 5 - RISK ASSESSMENT AND MITIGATION MEASURES GOVERNANCE & DEMOCRATIC PARTICIPATION PROGRAMME, AWP 2020/21

UNDP has undertaken a deeper Programme level Risk Analysis back in April 2020, and several mitigation measures were identified and put in place to tackle the impact of COVID-19. Further, as part of the 2020/21 Annual Work Planning (AWP), all 11 Implementing Partners (IPs) have undertaken a risk assessment to identify potential risks which could impact on the smooth implementation of the AWP. With hands-on support by UNDP team, the IPs have analyzed and prepared risk mitigation measures to avoid/minimize the potential for negative effects on the planned implementation of Programme activities. The programme defined "RISK" as the probability of an adverse event occurring and leading to severe loss or failure to meet planned objectives/outputs/sub-outputs.

The purpose of this risk assessment is to make more informed decisions about how to prevent or mitigate the impact of risks through better identification and deeper understanding of those risks and their likely impact. In view of this, all Implementing Partners have been guided about how to strengthen their risk management responsibilities in GDPP programming/planning to avoid potential delays in achieving the intended results of the Programme. As part of the annual work planning process, all the 11 implementing partners of GDPP have assessed their various output areas by identifying the critical adverse events that could impact/impede progress, the severity of the impact of those events and the effect on implementation of programme delivery. The Risk matrix will be assessed and updated on regular basis - every three months depending on the external situation.

Whilst the risk assessment is focused solely within the scope of the GDPP programme, it is assumed that the exercise would be helpful for the IPs to gain knowledge and skills which can be replicated more broadly. In light of the COVID-19 pandemic, instabilities in parts of the country and the upcoming national elections, UNDP and GDPP Implementing Partners should commit to continuous risk management throughout the implementation of the programme which is scheduled to end in December 2021.

## GDPP PROGRAMME LEVEL RISK MATRIX<sup>9</sup>

Risk	Description	Severity	Probability	Risk score	Mitigation Strategy
<b>CONTEXT / POLITICAL RISKS</b>					
<b>Democratic reform process is interrupted or reversed</b>	<ul style="list-style-type: none"> <li>- Events unfold that cause democratic reform processes to be interrupted or delayed especially pre-election</li> <li>- Pandemic related unrest and instability related to the downturn in the economy</li> <li>- Political instability caused by delayed confirmation of 2021 election date</li> <li>- Preoccupation with pandemic response and shifting priorities on the part of the government</li> </ul>				<ul style="list-style-type: none"> <li>⌚ Anticipation, recognition and flexible responses.</li> <li>⌚ GDPP will continue to work very closely with the IPs and will monitor the need to adjust the activities timelines accordingly.</li> <li>⌚ Regular communication with the SEEDS project team to monitor the timing of the 2021 elections</li> <li>⌚ Flexibly respond to the risk and challenges;</li> <li>⌚ Use of Problem Drive Iterative Adaptation (PDIA) principles to support IPs to respond more quickly and anticipate likely problems through regular feedback loops to UNDP programme team members.</li> </ul>
<b>DONOR COORDINATION</b>					
<b>Multiple donors involved in the sector</b>	<ul style="list-style-type: none"> <li>- With the involvement of multiple donors in the governance sector especially during the COVID-19 crisis, there is a potential for duplication of efforts, thus negatively effecting the overall impact and increasing confusion and possibly resistance in the wider governance sector</li> </ul>				<ul style="list-style-type: none"> <li>⌚ As UNDP the programme team will continue its work on collaborative working.</li> <li>⌚ Individual discussions plus joint action will also be developed to ensure alignment with other partners working in the sector.</li> <li>⌚ GDPP PMU will keep all DPs up to date with developments</li> </ul>

<sup>9</sup> October 29, 2020

## PROGRAMME GOVERNANCE

### Programme Management Board meetings

PMB unable to have effective deliberations and to make timely decisions because of competing priorities

Staff members experience undue pressure from the IPs to undertake roles outside the GDPP remit.



- Remote working is now fully in place and regular support is provided within the team.
- The regularity of PMBs will ensure that IPs and DPs are able to meet and take policy level decisions as necessary
- UNDP GDPP core team to monitor team members workloads adjusting as necessary to support individual staff.

## TECHNICAL DELIVERY RISKS

### Ability for IPs to work effectively in the remote working context

IPs were initially under additional pressure and unused to remote working disciplines and this resulted in delays in the IPs decision making processes.



- GDPP team focal points will continue to provide additional support and maintain strong, collaborative relationships with all the IPs
- Close monitoring and effective management of challenges that emerge which impact the AWP's delivery

### Sensitive topics and issues

The timing for conducting the postponed elections in 2021 has yet to be formally announced but the majority of the IPs will be impacted in some way, but the focus maybe most keenly felt by NEBE, HoPR, HoF, MoP.



- The timing of the 2021 elections could impact on the development of the AWP's July to December 2021 if the elections take place in May/June 2021
- GDPP will consider the need to bring forward the AWP development period to perhaps April 2021.
- The HoPR legislative calendar to clear pending legislation pre-election will need to be closely monitored

### Delivery risk

Disagreements between partners on the development pathways and implementation strategy in the AWP's

It is expected that there will be both pre- and post-election slow downs



- Hold regular meetings between partners to exchange views and to ensure all stakeholders are fully participating in the decision-making and continuous monitoring exercises;
- Prepare an acceleration plan(s) to expedite delivery
- Ensure close follow up of the project implementation and maintain quality assurance
- Continuous advocacy to implement the agreed AWP's and where feasible accelerate or bring forward activities planned in Q2/3

IPs poor reporting narrative and financial makes it impossible to track and measure implementation progress

- 🕒 Provide additional support to those IPs who have been slow to provide meaningful reports by the due date;
- 🕒 Strict enforcement of the funds advance regulations as set out in the GOE Programme Implementation Manual (PIM) to avoid aging advances

## Operational Risks

### Security Situation

Though the State of Emergency was lifted on September 8th, 2020 the social distancing restrictions still impact on proposed fieldwork/data collection activities

MEDIUM

LOW

MEDIUM

- 🕒 Hold regular discussions with IPs to agree mitigation plans that may require the redesign of activities to adopt the use of technology (Zoom meetings) to gather data/evidence to inform the activities.
- 🕒 For those IPs with regional presence then those IP staff could undertake local discussions/data collection and provide feed-back to Federal level IPs.

### Governance Unit performance

The run up to the 2021 elections could see increased tension and instability and the possible full lockdown of parts of the country, resulting in suspension or postponement of important activities.

The pandemic has been a testing time for everyone, but the Governance Unit has had to devote additional efforts to ensure that the AWP's are delivered with reports detailing the evidence to demonstrate progress

- 🕒 The Governance Unit will ensure that the team is responsible in managing their own health and safety in the context of the COVID-19 pandemic, while working on their key deliverables. And after nearly 9 months of additional pressure will ensure that the work/life balance in the Unit.

## IMPACT RISKS

### Gender focus

Traditional norms and cultural practices inhibit the full participation and empowerment of women and girls

MEDIUM

MEDIUM

MEDIUM

- 🕒 The appointment of the Gender & Social Inclusion (GESI) will ensure that IPs receive targeted support to build more robust systems and practices to integrate gender within the individual IPs.
- 🕒 Create platforms within the Programme to share experiences and lessons learned relative to gender and social inclusion themes in order to scale up proven IP-level successful models.

## Risk Matrix of GDPP Implementing Partners: October 28, 2020

<b>Risk Category</b> <i>Critical risks that could negatively affect implementation of programme in the fiscal year</i>	<b>Risk Description</b>	<b>Probability</b>	<b>Risk Impact</b>	<b>Mitigation Strategy/Measure</b>
<b>Implementing Partner: House of Peoples Representative-HoPR</b>				
<b>Political/Security Risk</b>	Some Regional State Councils may not deliver as expected due to security issues around their areas.			<ul style="list-style-type: none"> <li>Regional Councils are advised to focus on tool development at the secretariat level than field-oriented activities.</li> <li>Advise RSC to work remotely using ICT facilities</li> </ul>
<b>Environmental /Health COVID-19 Pandemic</b>	The COVID-19 pandemic could impair implementation of project activities both at federal and regional state councils			<ul style="list-style-type: none"> <li>Develop a business continuity plan and use ICT facilities to effectively implement programme activities</li> </ul>
<b>Financial Risk</b>	Shortage of funds for key activity like the digitization may affect the project implementation. Additional resource may be required as there is a reduction of budget in the current AWP.			<ul style="list-style-type: none"> <li>To reallocate the remaining budget from leftover amount from the other activities;</li> <li>UNDP to find unutilized resources from other IPs/source</li> </ul>
<b>Operational Risk</b>	HoPR has planned procurement of high-tech equipment but the process could be cumbersome and may result in delay or cancellation of purchase. The procurement process may not also be well managed at the level of the secretariat.			<ul style="list-style-type: none"> <li>Maintain a weekly status update to officials of the House</li> <li>Delegate UNDP for Direct Procurement of high-tech equipment</li> </ul>
<b>Organizational Risk</b>	There are two activities planned for horizontal integration (to be executed jointly) among Democratic Institutions that could face delay, due to some misunderstanding among the leadership or assigned committee member.			<ul style="list-style-type: none"> <li>Arrange a launching meeting of heads of DIs through the Speakers Office and reach to consensus to deliver the result; The leadership from the DIs should commit</li> </ul>

				<p>key staff for such activities and follow-up for direction;</p> <ul style="list-style-type: none"> <li>Organize a follow-up forum to validate /evaluate the implementation of the activities.</li> </ul>
<b>Implementing Partner: Ethiopian Human Rights Commission-EHRC</b>				
<b>Environmental/ Health COVID-19 Pandemic</b>	The COVID 19 pandemic and the restrictions imposed by the Government to control the pandemic will persist for a prolonged period affecting the business continuity of the Commission. The COVID-19 pandemic could impair implementation of project activities of the EHRC			<ul style="list-style-type: none"> <li>With the support of UNDP, EHRC has developed a business continuity plan, which will be cascaded to its branch offices in a phased manner.</li> <li>UNDP's support has also enabled EHRC to purchase of dongles for its staff members so that they can work remotely from home.</li> <li>EHRC will continue to seek support from donors and take the necessary measures to ensure business continuity.</li> <li>Use digital solutions for communication, and online learning options</li> </ul>
<b>Organizational Risk</b>	The expected change of leadership in the Commission could delay the current momentum towards the on-going reform process and also may affect the implementation of project activities.			<ul style="list-style-type: none"> <li>Enhance the current momentum and commitment of the leadership through various mechanisms;</li> <li>Ensure strong leadership and follow up for effective implementation of project activities and the amended establishing proclamation that adopted in July 2020;</li> <li>Follow up on the implementation of the 22 UPR recommendations adopted by the Government in 2019 (that aimed at enhancing the independency and capacity of the Commission). This project is instrumental in supplementing the reform process that is already in motion.</li> </ul>

<p><b>Delivery Risk</b></p>	<p>Delay in quality programming and financial reports. The limited capacity of the Commission in delivering the project, amidst ongoing reform.</p>	<p>LOW</p>	<p>MEDIUM</p>	<ul style="list-style-type: none"> <li>• Building the capacity of staff members both at the Head and branch office level and empower the Commission with raised capacity and expertise.</li> <li>• Conducting some of the activities through the recruitment of consultants, which allow the engagement of additional experts who can work from distance</li> <li>• With the support of a partner organization, the Danish Institute for Human Rights, EHRC will conduct a training needs assessment before the end of 2020. This will allow EHRC to implement capacity development based on identified needs/weaknesses to improve quality programming.</li> <li>• Ensure high level follow up of the project, including by the Chief Commissioner himself</li> </ul>
<p><b>Political/Security Risk</b></p>	<p>The ethnic based internal political conflicts in Ethiopia escalates and cause unrest and instability, resulting human rights violations and abuses.</p>	<p>MEDIUM</p>	<p>HIGH</p>	<ul style="list-style-type: none"> <li>• Combined with the new leadership, the Commission will through the HQ and its 8 branch offices be able to respond by providing valid documentation and advice in cases of ethnic based conflict, as well as in other critical issues such as the large amount of IDPs, cases of torture or violence against women.</li> </ul>
<p><b>Implementing Partner: Federal Ethics and Anti-Corruption Commission-FEACC</b></p>				
<p><b>Environmental/Health (COVID-19 pandemic)</b></p>	<p>Due to the prevailing health situation because of COVID- 19, implementation of many planned activities could in general be hampered. Particularly the data collection process and communication with technical committee members (for the development of national</p>	<p>HIGH</p>	<p>HIGH</p>	<ul style="list-style-type: none"> <li>• Develop business continuity plan to ensure programme activities are on track and use ICT facilities to remotely implement programme activities.</li> </ul>

	anti-corruption policy and strategy and national corruption perception survey) will be the most affected.			<ul style="list-style-type: none"> <li>• Explore alternative methods of activity implementation for example mainstream virtual communication including data collection;</li> <li>• Closely follow up the situation with the pandemic and revisit timeline</li> <li>• Prepare acceleration plan</li> </ul>
<b>Political/ Security Risk</b>	Political instability in the regions may pose a challenge in rolling out programme activities by the REACCs.			Conduct regular security risk analysis and plan implementation accordingly
<b>Operational/Organizational Risk</b>	Lack of internal coordination between core directorates leading the programme activities and finance and procurement directorate may delay implementation of programme activities			<ul style="list-style-type: none"> <li>• Inform FEACC leadership on issues for timely decision.</li> <li>• Undertake the regular monthly FEACC GDPP programme support committee meeting</li> </ul>
	Organizational structure of FEACC is being reviewed and this would result in rearrangement and changes in the roles and responsibility of the existing directorates. That means there could be reassignment of some programme activities assigned to specified directorate to another directorate and this may delay implementation.			<ul style="list-style-type: none"> <li>• Closely follow up the process and reassign programme activities and ensure their implementation accordingly.</li> <li>• Prepare acceleration plan</li> </ul>

## Implementing Partner: House of Federation-HoF

<b>Political/security</b>	There might be political instability in relation to the upcoming general elections. This can directly affect HOF, regional relations and the execution of HOF planned activities.			<ul style="list-style-type: none"> <li>• Proactively work on conflict prevention at regional level</li> <li>• Support regional states on peaceful transition of political parties</li> <li>• Work remotely using ICT facilities</li> </ul>
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<b>Environmental/Health COVID 19 Pandemic</b>	There can be increasing cases of COVID- 19 and extension of SOE. This can affect timely execution of planned activities			<ul style="list-style-type: none"> <li>• Closely follow up and provide technical support</li> <li>• Develop a business continuity plan and use ICT facilities to effectively implement programme activities</li> </ul>
<b>Delivery Risk</b>	Failure to timely execute activities and inefficient utilization of project funds			<ul style="list-style-type: none"> <li>• Devise an acceleration plan to speed up implementation and delivery;</li> <li>• Close follow up and frequent provision of technical support</li> </ul>
<b>Operational/Organizational Risk</b>	Low support from some staffs of HOF secretariat			<ul style="list-style-type: none"> <li>• Frequent discussions with relevant staffs for full support</li> <li>• Close follow up and provide technical support</li> </ul>
	There is a plan to restructure HOF secretariat. The process might negatively impact on the execution of GDPP planned activities			<ul style="list-style-type: none"> <li>• Close follow up and provide frequent technical support to HOF</li> </ul>

## Implementing Partner: Office of Attorney General-OAG

<b>Political/Security Risk</b>	The current security situation of the country may result in delay/postponement of activities.			<ul style="list-style-type: none"> <li>• Promote OAG staff to work remotely to conduct consultation/ trainings using ICT facilities webinar, virtual</li> <li>• Close follow up and provide technical support; alternative implementation modalities/ directorates</li> <li>• Devise an acceleration plan</li> </ul>
<b>Environmental/Health COVID-19 Pandemic</b>	COVID-19 confirmed cases continue increasing result to restrict free movement and public gathering and understaff. New COVID-19 cases continue increasing			<ul style="list-style-type: none"> <li>• Develop a business continuity plan</li> <li>• Working remotely to conduct consultation/ trainings using ICT facilities webinar, virtual</li> <li>• Provide technical support; alternative implementation modalities/ directorates</li> </ul>

<b>Organizational Risk</b>	Delayed renovation of head office that caused for temporarily displacement of staff to other work of location (understaff).			<ul style="list-style-type: none"> <li>• Provide staff with IT facilities to work remotely</li> <li>• Provide technical support including alternative implementation modalities and acceleration plan</li> </ul>
	Lack of strong leadership and commitment due to other commitments and that may delay decision making process; Higher officials are highly engaged in political commitment			<ul style="list-style-type: none"> <li>• Provide technical support including alternative implementation modalities and devising acceleration plan Inform the leadership on issues to make a timely decision.</li> </ul>

## Implementing Partner: Ethiopian Institution of Ombudsman-EIO

<b>Environmental/Health COVID- 19 Pandemic</b>	Due to the COVID- 19 pandemic, some planned activities may face implementation challenge as it imposes travel restriction and gathering. Such activities ( <i>conducting a Countrywide Own-Motion Investigation; Organizing panel discussion on the International Access to Information Day; Creating Pupils awareness in selected Schools</i> ) could be highly affected by the travel and gathering restriction.			<ul style="list-style-type: none"> <li>• Devise a business continuity and an acceleration plan and adjust the schedule to the convenient time in the fiscal year;</li> <li>• Close follow up and provide technical support</li> <li>• Work remotely using ICT facilities and comply the health guideline and protocols</li> </ul>
<b>Political/Security Risk</b>	There could be a delay on the implementation of EIO's activity to monitor the electoral process and transparency of 2021 election due to the postponement of the election.,			<ul style="list-style-type: none"> <li>• Devise acceleration plan and switch the schedule as per the direction from NEBE by the time;</li> <li>• Re-programme the activity if the election won't to take place within the fiscal year.</li> </ul>

<b>Operational Risk</b>	<p>Delay on the procurement of Data Base Center equipment such as Router, Switch, Server, Ups and PCs for hosting applications/Systems like Complaints Case Handling Management and On-line Reporting System. The currency issue could also be a challenge for the suppliers and the procurement procedure itself may also slow down implementation.</p>			<ul style="list-style-type: none"> <li>• Prepare ahead of time for early procurement</li> <li>• Close follow up on the procedure considering the issue as a top priority.</li> <li>• Shift the activity/budget to the next quarter.</li> </ul>
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**Implementing Partner: Office of Auditor General-OFAG**

<b>Environmental/Health COVID-19 pandemic</b>	<p>The COVID- 19 pandemic (restriction of travel and gatherings) may impair implementation of many planned activities.</p>			<ul style="list-style-type: none"> <li>• Develop a business continuity plan and use ICT facilities to effectively implement programme activities</li> <li>• Close follow up the situation with the pandemic and revisit/adjust the timeline as appropriate for implementation activities;</li> </ul>
<b>Political/Security Risk</b>	<p>Political instability in the regions may pose a challenge in rolling out programme activities by the ORAG (Office of Regional Auditors General)</p>			<ul style="list-style-type: none"> <li>• Provide technical support and close follow up;</li> <li>• Conduct regular monitoring of activities.</li> </ul>
<b>Operational/Organizational Risk</b>	<p>Organizational structure of OFAG activities assigned to specified directorate to another directorate and this may delay implementation of programme activities.</p> <p>Lack of coordination among various directorates may delay implementation of activities (<i>Upgrade/strengthen the Audit Training Institute (ATI) Data center (Disaster Recover site); and Lack of strong leadership of ORAG to implement on time; Delay on procurement of IT equipment</i></p>			<ul style="list-style-type: none"> <li>• Close follow up the process and ensure timely implementation of activities</li> <li>• Do preparatory works ahead of time for the bidding process/ procurement</li> <li>• Inform AG and RAGS leadership on issues to make a timely decision.</li> <li>• Maintain regular meetings and close follow up on implementation of activities/equipment;</li> <li>• Develop acceleration plan</li> <li>•</li> </ul>

## Implementing Partner: National Electoral Board of Ethiopia-NEBE

<b>Environmental/Health COVID-19 pandemic</b>	<p>Due to the current pandemic situation of COVID-19, many planned activities of NEBE couldn't be implemented as scheduled. Activities like face-to-face training; <i>big consultation meetings on change management, reform initiatives, gender, disability and Inclusion</i> are at risk</p>			<ul style="list-style-type: none"> <li>• Develop a business continuity plan and use ICT facilities to effectively implement programme activities</li> <li>• Divide the number of participants in consultations into smaller groups;</li> <li>• Work remotely using ICT/online facilities</li> <li>• Regularly monitor the updates on COVID-19.</li> </ul>
	<p>Due to the COVID, the activity “<i>Organize international and/or regional experience sharing visits on election management and operations</i>” couldn't take place as planned</p>			<ul style="list-style-type: none"> <li>• When travelling occurs, provide information/ guidance to staff to adhere to health protocols and take the necessary measures;</li> <li>• Organize experience sharing sessions remotely using ICT/online facilities;</li> <li>• Liaise with host EMBs about the COVID-19 situation in the places to be visited; before sending staff to travel.</li> </ul>
<b>Operational Risk</b>	<p>The postponed election may result in huge challenges and delay on implementation of programme activities of the Electoral Board,</p>			<ul style="list-style-type: none"> <li>• Ensure workplans are suitably flexible to adjust and change the activities and timeline in light of the context.</li> </ul>
	<p>Procurement process might take time to finish as planned. Both UNDP and NEBE office procurement process is lengthy.</p>			<p>Advance preparations and cross-unit coordination (internally and with UNDP) as soon the design is agreed.</p>
<b>Political/Security risk</b>	<p>Security issue might hamper activities such as “<i>reaching out to partners for capacity development support, particularly establishing partnerships and facilitate targeted capacity development support for voter education providers at regional level</i>”</p>			<p>Close follow-up; get security updates and clearance where required</p>

	Security issue in terms of reaching out & organizing gatherings at regional office level is at risk.			Close follow-up; get security updates and execute the activity accordingly
<b>Implementing Partner: Ethiopia Broadcasting Authority-EBA</b>				
<b>Health Emergency (COVID-19 pandemic)</b>	Due to the prevailing health situation because of COVID-19, implementation of many planned activities could be hampered. Particularly, the data collection process and communication with media stakeholders, public dialogue meetings media coverage and audience survey activities will be the most affected.			<ul style="list-style-type: none"> <li>• Identify and stick to essential business continuity services/flagship plans;</li> <li>• Explore alternative methods of activity implementation, e.g. mainstream virtual communication including data collection;</li> <li>• Closely follow up the situation with the pandemic and revisit timeline for implementation of programme activities;</li> </ul>
<b>Operational Risk</b>	The bureaucratic and lengthy procurement processes/procedures may impair the planned activity “improving working environment of EBA			<ul style="list-style-type: none"> <li>• Close follow up and provide technical support;</li> <li>• Make all the necessary preparatory works ahead of time</li> </ul>
<b>Political/Security Risk</b>	Some political activists and human rights groups propaganda attacks on the merits of hate speech and disinformation protection law could affect the prompt implementation of the law ( <i>establishing platform to raise awareness of public on anti-hate speech</i> ); skepticism among journalist			<ul style="list-style-type: none"> <li>• Make inhouse serious discussions and create understandings with media council leadership, chairpersons of journalist associations, authorities from Federal Justice and MoP.</li> <li>• Propagate the merits of the proclamation through print and broadcast media, public and commercial media, federal and regional media outlets continuously</li> </ul>

## Implementing Partner: Ministry of Peace-MoP

<p><b>Health Emergency (COVID-19 pandemic)</b></p>	<p>The MOP leads on the national COVID-19 response and houses the prevention and control taskforce secretariat. It leads on policy development disseminated to all regions and administrations.</p> <p>The ongoing pandemic has an impact on the operational capacity of the Ministry.</p> <p>Decision making processes will be under severe strain as the impact of the pandemic at all levels of society unfolds.</p>			<ul style="list-style-type: none"> <li>• Develop a business continuity plan and use ICT facilities to implement programme activities remotely.</li> <li>• The MoP will seek to engage with local community-based groups as part of the National pandemic response.</li> <li>• Consideration to create a broad media campaign to disseminate key messages related to the pandemic</li> </ul>
<p><b>Political/Security</b></p>	<p>The political situation of the country may directly and indirectly affect any kind of project; however, the political dynamics in the country is more supported and encouraged to be more to dialogues and reconciliation. MOP therefore judge the risk factor to be minimal to impact on GDPP.</p> <p>The recent past security situations in the specific regions have provided the basis upon which the Government social security structure and the well-designed early warning system remain vital in assuring and keeping the safety and security of communities, institutions and all citizens.</p>			<ul style="list-style-type: none"> <li>• Conduct and make use of active and regular situational security assessments reports and ensure every situation report are well monitored.</li> <li>• Promote the healthy, professional and knowledge based political dialogue to continue as a new political culture.</li> <li>• Media mainstream and social will be encouraged to be professional &amp; responsible to avoid distributing fake news as well as conflict and inflammatory news.</li> <li>• Encourage civil society groups to enhance their role in peace &amp; conflict management &amp; strengthen their partnership with MoP</li> <li>• Support the government structure and enforcement bodies both at federal and regional to effectively handle and manage conflicts</li> </ul>

**Operational Risk**

Ministry of Peace has the operational capability and capacity gained from managing national programs and cross border operations related to community developments and wider impact programs activities with well experienced and professional staff. In addition, MOP has a strong capacity, structure and understanding in working in partnership and in collaboration with other government offices both at federal and regional level. MoP judge the risk factor associated with operational risk to be low to none.



- MoP has a regular culture to review its operational capacity to following a start of new projects.
- Further, regular reports on operational capacity are produced for quick management attention and subsequent quick decisions for revamp

**Organizational Risk**

Ministry of Peace has recently been restructured. The new structure seeks to attract new professionals and development workers to deal in enhancing the MOP organizational capability to reach the wider community.

However, there could be delay in implementation of project activities due to reassignment of roles and responsibilities.



- Close follow up of the process and reassign programme activities and ensure their implementation accordingly.
- Prepare an acceleration plan and regularly follow up and monitor the organizational set up performance should be done so as to avoid complacence.
- Make greater use of the Ministry’s strong structural presence in all regional states and two city administrations.

**16** PEACE, JUSTICE  
AND STRONG  
INSTITUTIONS

