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DRAFT COUNTRY PROGRAMME – ETHIOPIA 10430.0 (2007–2011)



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NOTE TO THE EXECUTIVE BOARD

This document is submitted to the Executive Board for consideration.

The Secretariat invites members of the Board who may have questions of a technical nature with regard to this document to contact the WFP staff focal point(s) indicated below, preferably well in advance of the Board's meeting.

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EXECUTIVE SUMMARY

Ethiopia is one of the poorest countries in the world, ranked 170th of 177 countries on the Human Development Index. The predominant economic sector, subsistence agriculture, suffers from low productivity because of extensive environmental degradation combined with poor agronomic practices, a result of under-investment in social capacity. Poverty and food insecurity are widespread among the population of 77.5 million: 31 million people live below the poverty line and 6 to 13 million are at risk of starvation. HIV/AIDS rates are high and increasing among the rural population.

Although relief and recovery responses predominate in Ethiopia, WFP has worked to support resilience-based development. Between 2003 and 2006 WFP assisted over 600 communities and over 1,000 schools to improve their natural resources and social assets base by targeting 164,000 mt of food aid to such based development. Using capacity-building and active community participation, the components Managing Environmental Resources to Enable Transitions to more Sustainable Livelihoods and school feeding through Children in Local Development have rehabilitated over 300,000 hectares of degraded land, trained over 3,500 counterpart staff and ensured that more than 610,000 children stay in school. Cutting-edge approaches and modalities developed through these components have influenced much larger programmes in Ethiopia such as the Productive Safety-Net Programme and support the wider natural resource and education sectors.

In response to the Plan for Accelerated and Sustainable Development to End Poverty and the United Nations Development Assistance Framework, this country programme is made up of two synergistic components. Through the partnerships and land users solidarity component, Managing Environmental Resources to Enable Transitions to more Sustainable Livelihoods through Partnerships and Land Users' Solidarity¹ focuses on sustainable land management, pro-poor asset-generation, livelihoods and empowerment, particularly with the Food and Agriculture Organization of the United Nations, the World Bank and the United Nations Development Programme. Children in Local Development-based² food for education addresses access to quality primary education and school-centred holistic development, working with the United Nations Children's Fund, the United Nations Development Programme and the World Health Organization. Both components evolve from best practice, with gender and HIV/AIDS issues fully integrated. A programme-wide "beyond borders" approach aims at disseminating experiences, building productive partnerships and enhancing existing results-based management systems.

Managing Environmental Resources to Enable Transitions to more Sustainable Livelihoods-PLUS will assist 610,000 beneficiaries in 500 communities and Children in

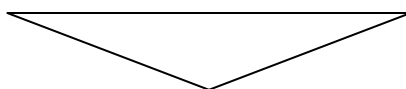
¹ The acronym is MERET-PLUS.

² The acronym is CHILD.



Local Development-based food for education will assist 438,000 beneficiaries in the most food-insecure areas of Ethiopia each year. The total number of beneficiaries to be assisted during the five years of the country programme is 2.2 million. The total food requirement is 230,000 mt at a food cost of US\$65 million and a total cost of US\$116 million. Exit strategies will be based on increased community capacities, food security and transition to cash-based development partners.

DECISION



The Board (i) endorsed draft country programme Ethiopia 10430.0 (2007-2011) (WFP/EB.A/2006/8/5/Rev.1), for which the food requirement was 230,000 mt at a cost of US\$108.2 million for all basic direct operational costs, (ii) endorsed the concept of an expanded country programme as outlined, and (iii) authorized the Secretariat to formulate a country programme, taking into account comments from members of the Board.

SITUATION ANALYSIS

1. Ethiopia is a low-income food-deficit country with a population of 77.5 million, the second most populous nation in Africa; the population increases at a rate of 38,000 people every week. It is among the poorest countries in sub-Saharan Africa (SSA), with 31 million people living below the poverty line³ and a life expectancy of 49.9 years; gross domestic product (GDP) per capita is US\$97. The 2005 Human Development Index ranks Ethiopia at 170th of 177 countries⁴. Each year between 6 and 13 million people in Ethiopia risk starvation⁵.
2. The mainstay of the national economy is subsistence agriculture composed of small-scale farming and livestock husbandry. The agricultural sector employs 85 percent of the country's labour force, contributes 45 percent of the GDP and accounts for 60 percent of total export earnings. Agricultural productivity is weak, due to low use of purchased inputs, erratic rainfall patterns, low soil fertility and environmental degradation. The problems of land and water degradation weigh especially heavily on women, who constitute about 50 percent of the agricultural labour force, are most often responsible for the collection of water, fodder and fuel wood and have limited access to productive resources.⁶
3. Domestic food production has fallen behind demand and the asset base has been severely depleted.⁷ The country relies increasingly on food imports, most of which enters the country as aid; emergency food aid is estimated at 10 percent of average grain production. The food deficit is such that the country must increase its food production by 500,000 mt per year if it is to keep pace with the consumption needs of its fast-growing population. While Ethiopia receives extensive food aid assistance, the average per capita Official Development Assistance (ODA) of US\$12.80 is only half of the average US\$22.60 channelled to other SSA countries.⁸
4. Both transitory and chronic food insecurity are major challenges facing the rural population. Recurrent drought, disruptions due to civil strife and border wars, soil exhaustion, erosion and overcrowding of human and animal populations are among the major causes of food insecurity. There are important geographical disparities and farming-system differences apparent in the patterns of poverty and food insecurity in Ethiopia. The northeastern, south central and southeastern highlands are the most densely populated areas and have highly fragile ecosystems. Unsustainable farming practices are currently employed, and rural producers have consistently failed to meet even subsistence needs. Pastoralism and agro-pastoralism, the predominant livelihoods practices for over

³ The poverty line is equivalent to US\$0.45 per day (Plan for Accelerated and Sustainable Development to End Poverty (PASDEP), 2005).

⁴ United Nations Development Programme (UNDP), Human Development Report 2005.

⁵ PASDEP, 2005.

⁶ Women are disproportionately affected by low agricultural productivity and poverty because they have much less access to extension services and productive resources such as land, credit and labour. The effects are especially hard on households headed by women; see Ethiopian Economic Association 2002. *Land Tenure and Agricultural Development in Ethiopia*. Addis Ababa.

⁷ PASDEP, 2005.

⁸ The limited amount of ODA constrains the complementarities that might have been forged between humanitarian interventions and regular development programmes, and fails to reduce vulnerabilities to shocks.



4 million Ethiopians, face serious environmental challenges. In many parts of the eastern and southeastern lowlands, shortage of grazing land and competition for flood-retreat cultivation domains have caused inter-ethnic conflicts.

5. The consequences of such conditions on health are devastating. Ethiopia has one of the most nutritionally-deprived populations in the world: 44 percent are undernourished and 38 percent of children are underweight for their age.⁹ Only 35 percent of the rural population has access to safe water and 21 percent to a pit latrine or toilet¹⁰. Government estimates adult HIV/AIDS prevalence at 4.4 percent, with higher rates in rural areas. Health and nutrition problems are aggravated by inadequate health infrastructure and limited access to education.
6. Poverty and food insecurity also impede efforts to improve performance of the education sector. In spite of significant progress in the past decade, the net enrolment rate for 2003/2004 was 52 percent, with considerable regional disparities¹¹. Literacy rates demonstrate high urban–rural disparities and a clear gender bias: male literacy is 49.9 percent and female literacy 26.6 percent¹². Dropout rates of 19.3 percent at primary level, poor attendance leading to a 9.9 percent rate of repetition and lack of household income result in only 3.8 percent of the population attaining higher education. While there are attempts to address the particularly low enrolment in pastoralist areas through a system of alternative basic education centres, it is essential to maintain the gains made in highland areas through continued support to these still-fragile regions. Total recurrent and capital spending of just US\$4.15¹³ per student per year and underdeveloped community capacity mean that progress on enrolment achieved in many areas has placed pressure on limited school infrastructure, threatening the quality of education.
7. The poor skills base (largely from lack of educational access), low agricultural productivity, lack of access to basic technologies, limited mobility among the rural population and inadequate access to markets¹⁴ limit the range and type of non-farm income generation opportunities and the potential for diversifying livelihoods. The rural population is locked into a vicious cycle of poverty centred on low-return agriculture which perpetuates food insecurity and lack of access to the basic human right of education.
8. The Government has attempted to ease the country's dependence on humanitarian food assistance by launching a number of programmes for agricultural growth and implementing broader food security and poverty reduction strategies. Supply-side constraints have been addressed by providing packages of potentially high-yielding purchased inputs. While these have contributed to increased production, particularly of grain, there is concern that short-term production gains due to expanded cultivation come at the expense of the natural environment as farmers expand cultivation to wetlands and marginal lands. The Government recognizes the weaknesses of past rural transformation programmes and remedial actions have been incorporated into the Plan for Accelerated and

⁹ Central Statistical Agency, 2005. Demographic Health Survey.

¹⁰ PASDEP, 2005.

¹¹ Central Statistical Authority, 2004. Welfare Monitoring Survey.

¹² Central Statistical Authority, 2004. Welfare Monitoring Survey.

¹³ World Bank, 2003. Public Expenditure Review; 25 percent of the rural population have to travel more than 10 km to the nearest food market.

¹⁴ PASDEP, 2005



Sustainable Development to End Poverty (PASDEP)¹⁵ 2006–2011, which sets as priority areas: further improvements in agricultural productivity; natural resources management; food security; and livelihoods diversification.

9. Action has been taken in sedentary farming areas to issue land use certificates and streamline the land administration system. Community empowerment will also be required to change farmers' attitudes with regard to the importance of sustainable land management.
10. Comprehensive education and health sector development programmes (ESDP III and HSDP III) have been instituted through PASDEP in consultation with sub-national government bodies and the donor community. These give education a vital role in rural and agricultural development, urban and industrial development, building democratic society and reducing poverty and food insecurity. ESDP III seeks to improve educational quality and gender balance and provide alternative access routes and meals in primary schools.
11. The United Nations country team (UNCT) shares the policy direction of the Ethiopian Government and has incorporated these strategies into the preparation of the United Nations Development Assistance Framework (UNDAF II 2007–2011). The UNCT also works to ensure greater coherence in the transitions between relief, recovery and longer-term food security efforts. The Productive Safety-Net Programme (PSNP), designed and launched with broad donor support, also promotes predictable transitions from emergencies to recovery.

PAST COOPERATION AND LESSONS LEARNED

12. The 2003–2006 country programme was designed to match objectives set out in UNDAF I. An external evaluation of the Enabling Development Policy (2004) and the mid-term evaluation (MTE) of 2005, which included the Food and Agriculture Organization of the United Nations (FAO), deemed the country programme (CP) consistent with the Government's Sustainable Development and Poverty Reduction Programme (SDPRP)¹⁶ priorities of food security, decentralization, empowerment and capacity-building. The CP placed special emphasis on livelihoods enhancement, empowerment of women and capacity-building in rural communities and schools. Results-based management (RBM) was implemented and vulnerability analysis and mapping (VAM) was improved to incorporate reconnaissance surveys aimed at enhanced spatial targeting. Strengthened dialogue with stakeholders¹⁷ on policy and strategy issues relating to food security, particularly the Ministry of Agriculture and Rural Development, FAO and UNDP, culminated in the New Coalition for Food Security. WFP worked with the Coalition to design the PSNP, to which it contributes from a four-component PRRO¹⁸.
13. The main activity under the CP has been Managing Environmental Resources to Enable Transitions to More Sustainable Livelihoods (MERET), which was shown by two major

¹⁵ PASDEP is the second stage of the Poverty Reduction Strategy Paper (PRSP) for Ethiopia.

¹⁶ The SDPRP is the first stage of the PRSP for Ethiopia.

¹⁷ These included the Ministry of Agriculture and Rural Development, the Food and Agriculture Organization of the United Nations (FAO), the World Bank and the United Nations Development Programme (UNDP).

¹⁸ In addition to the CP, WFP assistance in Ethiopia includes PRRO 10362.0 (2005–2007) with four components: (i) safety-net – 2 million chronically destitute in 83 food-insecure districts; (ii) relief – 1.7 million acutely hungry beneficiaries; (iii) targeted supplementary feeding – 700,000 malnourished pregnant and lactating women and children; and (iv) HIV/AIDs – 110,000 beneficiaries. A second PRRO (10127.0) assists 100,000 refugees.



impact assessments exercises and food gap analysis to have been successful in improving food security for 1.3 million beneficiaries in 600 communities in 74 of the most food-insecure districts. MERET's quality-focused developmental approach has allowed the evolution of technical measures not possible under large-scale entitlement programmes. By focusing on incentives rather than transfers, MERET has used food aid to promote a variety of land rehabilitation and livelihood interventions by applying geographical and community-wide targeting approaches. This allows far greater inclusiveness and integration than the PSNP¹⁹, while MERET planning and technical tools contribute to better implementation of the PSNP²⁰. MERET has developed a unique community-level capacity-building function that is influencing participatory and livelihoods approaches throughout food security programming in Ethiopia. The other major activity has been school feeding, currently assisting over 610,000 beneficiaries. During the CP a girls' initiative was introduced to provide 54,000 girl students with take-home rations as an additional incentive in communities where girls' participation in education was low.

14. Synergies have been created between MERET, school feeding and the HIV/AIDS programme, and between the CP and the protracted relief and recovery operation (PRRO). This combined effort has allowed for expanded activities aimed at asset creation and protection in food-insecure areas. Children in Local Development (CHILD) was also developed as an innovative capacity-building programme centred on school feeding and using MERET insights. CHILD aims to improve the quality of education through child-friendly environments, transforming schools into local centres of development.
15. Significant investment has been made to measure results. An RBM system was designed and implemented with counterparts to provide timely and reliable information on programme progress and the impact of activities. FAO led a cost-benefit analysis of MERET, the results of which demonstrated the financial and economic viability of the project. Economic and financial rates of return exceeded 12 percent and impacts were evident in food production, rural income generation and livelihoods, including those of disadvantaged groups such as marginal farmers and woman-headed households. The impact assessment food-gap analysis showed food insecurity was reduced by over 40 percent during the 5-year period and 80 percent of interviewees reported being better able to cope with shocks and stress.²¹ Women benefit equally from assets created²², and women's labour demands and drudgery in fetching water, fuel wood and fodder were reduced by between one and five hours per day. Technical and planning capacity of counterparts and beneficiaries was increased, with over 2,000 staff and 10,000 households trained. Impact assessment studies and the MTE noted that targeting in MERET is rigorous, inclusive and highly participatory; the MTE praised MERET's contribution to rehabilitation of over 300,000 ha of degraded land. Increased resilience will enable an

¹⁹ In contrast with the PSNP, MERET assists participating beneficiaries to cover their food gap but does not fulfill all of their food gap requirements. Through a combination of participatory processes, restoration of solidarity mechanisms and the promotion of a diversified set of interventions it provides the *means* to address the food gap, including "from within", while contributing to enabling development.

²⁰ Natural resources development activities promoted by MERET are integral to most food security initiatives promoted by non-governmental organizations (NGOs), bilateral donors and United Nations agencies in Ethiopia; natural resource base development is a major prerequisite for feasibility and sustainability of a variety of food security interventions.

²¹ Impact Assessment (WFP–Ministry of Agriculture and Rural Development, 2002) and Cost–Benefit Analysis (FAO–WFP, 2004).

²² 2004 RBM results. According to the Enhanced Commitment to Women baseline survey, women participated actively in decision-making processes on asset creation.



estimated 15 percent of beneficiaries to phase out from MERET assistance by the end of 2006 and approximately 25 more percent by 2009. New targeting will be based on criteria related to reduction of the food gap, cumulative asset-based resilience and improved access to additional development opportunities.

16. In three consecutive annual joint review mission reports, the education donor group and the Government have highlighted the contribution of school feeding to increased enrolment, stabilized attendance and reduced drop-out rates in drought-affected and pastoral areas. The 2004 RBM report showed that the increase in enrolment rates in assisted schools was on average 5.6 percent higher than in non-assisted schools in the same areas, while the gender gap narrowed in Girls' Initiative schools by 35.6 percent more than in non-assisted schools.²³ The MTE concluded that school feeding was instrumental in enabling children to attain an education; well-implemented with strong coordination; and an appropriate and important use of food in improving the lives of children and their families. CHILD has helped sustain the achievements of school feeding by enhancing the capacity of education and development structures at village and district level.
17. An internal review of MERET cost effectiveness shows alpha values²⁴ of 0.85 for imported commodities and a range between 1.05 and 1.1 for local purchase. This means that MERET is 85 percent cost-effective using internationally-purchased commodities and 105–110 percent cost-effective when using domestically-purchased commodities. For school feeding the equivalent calculation shows cost-effectiveness of 110 percent for imported foods and 139 percent for locally-purchased foods compared to a similar meal with ingredients bought at local markets in school feeding areas.
18. Monitoring and studies undertaken during the CP period indicate that development food aid has not had a negative impact on market prices.²⁵ The impact on domestic production of the food component in MERET and school feeding has been negligible because of the effectiveness of targeting, inadequate local incomes to support additional purchases and the relatively small rations (MERET 3 kg/day; school feeding, one meal per child per school day). The Government promotes local purchase to minimize market impact and reduce dependency on external food aid imports. Local purchase will be given priority in the forthcoming CP.
19. Lessons learned from the MERET and school feeding activities are being incorporated into programmes led by the Government and other agencies, especially to the Productive Safety-Net Programme and to the Education Sector Development Programme. MERET-inspired *Community-Based Participatory Watershed Development* guidelines have been adopted by the Government as a standard for national implementation.

²³ Schools to be included in the programme are selected by local Government counterparts in accordance with agreed criteria that include: food insecurity (based on VAM); gender disparity; low enrolment; difficult accessibility; rural location; partnership opportunities (with MERET and other agencies); and willingness and capacity of local government and communities to support the project.

²⁴ This is the ratio of the local market price to the total cost to WFP to deliver the commodity to the locality. Alpha values vary considerably but a value far below 1.0 suggests a need to consider whether there are feasible alternatives.

²⁵ Abdulai, A., Barrett, C.B. and Hoddinott, J. 2004. *Does Food Aid Really Have Disincentive Effects? New Evidence from Sub-Saharan Africa*. Washington DC, IFPRI; FAO/WFP. 2004. Cost-Benefit Analysis. Rome.



STRATEGIC FOCUS OF THE COUNTRY PROGRAMME

20. The new country programme will build on these field experiences and become an integral part of UNDAF outcomes on recovery and food security, and access to basic social services. The new UNDAF clearly indicates that: "...Initiatives such as MERET will be scaled-up in the second UNDAF to strengthen the food security and long-term coping mechanisms of communities in rural Ethiopia...". Three areas for UNDAF joint programmes between WFP, FAO, UNICEF, UNDP, IFAD, and WHO have been already identified as essential to UNDAF outcomes and integral part of MERET-PLUS and CHILD-based food for education (FFE) outcomes. An additional four areas of enhanced collaboration have been agreed, around which the agencies are committed to coordinating in joint programmes. HIV/AIDS is also essential to UNDAF outcomes and will be further mainstreamed into both country programme components with UNDAF partners.
21. The CP will contribute to achieving the Millennium Development Goals (MDGs) of eradicating extreme poverty and hunger; achieving universal primary education; promoting gender equality and empowering women; combating HIV/AIDS, malaria and other diseases; and ensuring environmental sustainability. It has been developed within a framework of PASDEP, UNDAF and the MDG Needs Assessment and Investment Plan. PASDEP builds on the SDPRP focus on agricultural growth and food security, decentralization and empowerment, civil service reform and capacity-building. PASDEP also addresses emerging opportunities related to human resources development, tourism, a national plan of action for women, productive employment and micro-enterprises, HIV/AIDS, environmental management, and urban/rural linkages.
22. Convergence around the MDG and PASDEP objectives provides the principles and framework for the development of UNDAF II, which is expected to cover five strategic areas of cooperation: humanitarian response, recovery and food security; basic social services and human resources; HIV/AIDS; good governance; and enhanced economic growth. The country programme will contribute to UNDAF II outcomes on recovery and food security, basic social services and HIV/AIDS, while addressing WFP Strategic Objectives 2, 4 and 5 and Enabling Development Priorities 2, 3, 4 and 5.
23. Consistent with the framework, the programme goal at national level is to contribute to accelerated development to end poverty, and includes the following purposes:
- to set a replicable example on how to reduce rural poverty and related food insecurity in fragile livelihood settings by using food aid and a partnered approach for multiple assets creation and resilience building;
 - to improve access to and quality of education for primary school children;
 - to promote a community-driven approach for the empowerment of vulnerable households and women's groups and transform schools into comprehensive development centres.
24. The CP will consist of two components, MERET-PLUS and CHILD-based FFE, with HIV/AIDS²⁶ and gender elements integrated into both components.
25. MERET-PLUS is designed to respond to the UNDAF area of cooperation on humanitarian response, recovery and food security by consolidating and enhancing

²⁶ The previous CP contained a third component, an urban HIV/AIDS activity that is now part of a PRRO. This CP addresses HIV/AIDS by integrating methodologies into MERET-PLUS and CHILD-based FFE.



elements of the current phase of MERET. MERET-PLUS will contribute to UNDAF II through building social networks and productive assets that contribute to resilience and shocks, improved food security and enhanced livelihoods. Food aid will be provided as an incentive to the most vulnerable households. The aim is to redress land degradation and introduce practices and skills to improve land husbandry in highly degraded and food-insecure areas while diversifying income opportunities and ensuring concomitant sustainability of the natural resource base. MERET-PLUS emphasizes effective partnerships for sustainable land management and community-driven biophysical and social assets-creation targeted towards the resource-poor.

26. CHILD-based FFE responds to the PASDEP strategy of expanding school feeding; it supports the UNDAF II basic social services outcome through improving access to quality education for primary school children in food-insecure areas. CHILD-based FFE will use the most valued rural institutions, primary schools, as an entry point to assist communities in becoming active promoters of school environment improvement and school-community linkages²⁷.
27. The UNDAF II HIV/AIDS outcome will be supported through MERET-PLUS and CHILD-based FFE school- and community-based interventions. Preventative activities will be undertaken at community level by integrating awareness activities into all trainings, using HIV/AIDS as a central discussion theme in community planning activities, supporting “community conversations”,²⁸ and promoting activities that support symptomatic households through community solidarity mechanisms.
28. In Ethiopia, 18 million of the rural population have food gaps ranging from 1 to 12 months and there is low resilience to shocks, inadequate access to development opportunities, and a history of receiving limited long-term aid²⁹. Well-targeted food aid is strongly justified to help the poorest communities and vulnerable households meet basic consumption needs while supporting transformation to sustainable livelihood opportunities and access to basic services. This is particularly important in areas identified by VAM where availability and access to food is particularly deficient, and where food aid is a key form of support at initial stages of development. Targeted development-oriented food aid remains relevant in the Ethiopian context and has been shown to “kick-start” development activities and promote efforts towards a more cash-based system of support.
29. The programme strategy is to generate mutually-reinforcing programming, coach synergies and partnerships, mobilize additional complementary non-food resources, and provide a broader dimension to the enabling role of food aid. The programme components have been bound together in a complementary way by sharing participatory approaches and local technologies and defining an enabling platform. The programme outcomes are intended as outcomes “without borders” that disseminate best practices and lessons learned at country, regional and global levels.
30. Under the programme, women will have a significant part in community empowerment; efforts will be made to enhance their decision-making role and access to knowledge, support activities reducing hardships and promote income-generating opportunities. Gender-mainstreaming initiatives will be targeted towards men, children and the elderly as

²⁷ The rural population values primary schools above all other institutions (PASDEP, 2005).

²⁸ “Community conversations” is a methodology to mobilize communities against HIV/AIDS. It involves engagement of communities in discussion leading to deeper understanding of the epidemic, identifying and exploring the underlying causes fuelling it, reaching decisions and taking action.

²⁹ Central Statistical Authority, 2004. Welfare Monitoring Survey.



well, building on progress achieved through years of participatory planning. Training will include gender-specific sessions aimed at enhancing women's role in planning and reducing barriers to girl's education.

31. The CP will provide examples of good practices and replicable interventions that promote synergies and partnerships. The cumulative impact of these interventions will be to increase resilience to shocks, improve access to education of primary school children and promote community-driven approaches for the empowerment of the most vulnerable, including women and marginalized groups. Outcomes will address many of the poverty traps identified by PASDEP and incorporate the strategic objectives of WFP. The expected outcomes of the CP are:

- Increased ability to manage shocks, meet necessary food needs, and diversify livelihoods (led by MERET-PLUS).
- Sustainable land management practices and systems institutionalized at community level and replicated to other areas (led by MERET-PLUS).
- Sustainable and productive community-rooted behavioural changes and practices in relation to HIV/AIDS fostered (joint).
- More children enrolled in, attending and able to participate actively in schools (led by CHILD-based FFE).
- Quality of education improved and schools progressively transformed into centres for local-level development (led by CHILD-based FFE).
- Implementing partners able to plan and manage food-based programmes (joint).

32. Major outputs of the CP are mutually reinforcing (see Annex II) and include:

- the number of beneficiaries reached by food aid assistance and the level of community empowerment attained;
- bio-physical, environmental and social assets coverage and benefits gained;
- skills and capacity acquired by implementing institutions;
- levels of enrolment and attendance, learning skills upgrading and participation of children in the improvement of the school environment;
- partnership endeavours (including those related to UNDAF) formalized; and
- the mainstreaming of sustainable land management, CHILD and HIV/AIDS initiatives in strategic and large-scale food security initiatives.

Component 1: MERET-PLUS

33. MERET-PLUS will be implemented in 65 chronically food-insecure *woredas* (districts) in the regions of Tigray, Amhara, Oromia, SNNPR, Diredawa and Somali, identified using VAM analysis, agro-ecological and farming system evaluations and evidence from the field, in consultation with Government at all levels. Special attention will be placed on the selection of districts of strategic importance for UNDAF-partnered support and programme synergy with CHILD-based FFE and the PRRO. Efforts will concentrate on the creation of "impact points" for increased programme efficiency. MERET-PLUS will promote joint programmes and will advocate for the creation of a sustainable land management (SLM) framework with FAO, UNDP, the World Bank and other stakeholders. Each year



approximately 122,000 people³⁰ will participate in food-for-assets activities in approximately 500 crisis-prone food-insecure communities, translating to 1.7 million beneficiaries over the programme duration³¹. A food ration of 3 kg wheat per workday for a maximum period of three months annually will be used. This will be an incentive-based labour-replacement cost for food-insecure households engaged in asset creation, restoration of the natural resource base, promotion of innovative income-generation, and solidarity efforts. Focus will be placed on deprived groups, including resource-poor women and elderly-headed households, to be assisted using targeted community-driven solidarity initiatives and intervention packages. The food ration will also significantly reduce the food gap of food-insecure families and enable savings in food expenditures.

Component 2: Child-Based Food for Education

34. FFE and productive partnerships will be implemented through the CHILD (children in local development) framework. It will promote community-owned and sustainable provision of meals to encourage enrolment, attendance and active participation of primary school children in food-insecure rural areas. Targeting will emphasize areas of low enrolment, high gender disparity, and opportunities for UNDAF partnerships in 137 chronically food-insecure districts. The component will cover 438,000 beneficiaries. The ration will consist of 150 g corn-soya blend (CSB), 6 g fortified vegetable oil and 3 g of iodized salt per child per school day, provided as a cooked meal in school. At selected schools, 68,000 girls will receive a take-home ration of 8 litres of vegetable oil per semester as a special incentive to encourage them to attend school.
35. CHILD has been designed to support the Ministry of Education *Guideline for Organisation of Educational Management, Community Participation and Educational Finance*. The programme will strive to spread the CHILD methodology within the education sector through partnerships and advocacy. The CP will build on the partnership with UNICEF to implement the essential package in targeted schools, and will support efforts to transform primary schools into demonstration centres for environmental and food-security activities, working with FAO, UNDP and other technical agencies. WFP will advocate jointly for a school health and nutrition policy with UNICEF and others.
36. The US\$115 million CP budget for consideration is in line with WFP budget rules and within current estimated available resources and permissible fluctuations of commodity prices and transport costs over the period. However, this budget addresses only approximately 60 percent of the needs that could be dealt within the existing capacity of WFP and its partners. Component 1 has the potential to rapidly scale up beyond its current spatial and beneficiary coverage following efforts with UNDAF partners, particularly in areas with high potential for synergies with CHILD and through joint UNDAF programmes. This would enhance impact in existing communities and accelerate attainment of food security. Component 2 has the potential to maintain existing scale, meet the expected increases in enrolment and expand in accordance with PASDEP. The CP will also support alternative basic education centres by initiating home-grown school feeding based on the CHILD development framework and synergies with MERET-PLUS. Emphasis will be placed on providing the “essential package” through joint programming with UNICEF. Should additional resources become available, another US\$82 million for

³⁰ Food for work (FFW) participant members of a household. This assumes an average of five people per household, 609,520 beneficiaries per annum.

³¹ Estimated based on 609,520 beneficiaries, 70 percent multi-year participation and five-year programme duration.



five years will be required in order to address the needs of an additional 445,000 and 316,000 beneficiaries for MERET-PLUS and CHILD-based FFE activities, respectively. Both components will be subject to the Board's approval at the Second Regular Session in 2006, subject to availability of funding.

IMPLEMENTATION STRATEGIES

37. The Ministry of Agriculture and Rural Development will continue to be the implementing partner for component 1 and the Ministry of Education for component 2 at the federal, regional and district levels. Imported food will arrive at Djibouti; WFP will handle transport to each regional extended delivery point (EDP). An internal transport, storage and handling (ITSH) subsidy of 100 percent will be applied to support regional counterparts' transport of food from EDPs to distribution sites at the district and school levels.
38. WFP will continue to assist government strengthening of commodity management capacities, both for imported and locally-purchased food items. Country and sub-offices will assist in strengthening commodity tracking systems, storage handling, and communication and reporting systems at all levels. Recognizing the critical issue of improving marketing conditions in Ethiopia, and the need to strengthen the marketing of food between food surplus and food deficit areas, WFP will continue to use locally-purchased food for a significant part of its food assistance during the programme period. WFP will develop a more coherent strategy with donors for generating support to local purchase for both components, building upon existing performance for overall WFP operations of over 150,000 mt purchased locally in 2005. Local purchase targets will be up to 30 percent of wheat and blended food. The extent of local purchase for the CP will depend largely on three factors: (i) supply; (ii) competitiveness of prices against WFP's agreed procurement protocols; and (iii) availability of contributions in cash. In case of local/regional purchases, budgeted food cost may require adjustment through appropriate mechanisms should variations in commodity prices on local and/or regional markets be significant.
39. Government contributions are estimated as: component 1 – US\$7 million; component 2 – US\$6 million. These are very significant considering that Ethiopia ranks among the poorest countries in the world. The programme will aim to acquire 30 percent of the total assets created at community and school level through local contributions and solidarity mechanisms. A further 20 percent of assets created will be generated from partnered UNDAF initiatives.
40. Exit strategies for both components are related to changes in vulnerability, resilience to shocks and food security attained by household and the community aggregate. As WFP targets the most vulnerable and crisis-prone sections of the rural population, phasing assistance from specific schools, communities and districts will be evaluated jointly with government partners.
41. Sustainability and exit strategies for component 1 are based on:
 - the enabling impact of multiple assets created and the removal of the requirement of food aid to meet consumption needs;
 - the gradual shift from food to cash support as market conditions improve; and
 - alternative cash support to districts from partnered assistance.



42. Sustainability and exit strategies for component 2 are based upon:
- the increased range of livelihood opportunities generated by access to broad education and life-skills;
 - reduced need for child labour in the household as a result of CHILD activities; and
 - home-grown school feeding in areas with improved food availability and capacity.
43. WFP will also pursue such enabling aspects for exiting as the institutionalization of the approaches and packages promoted by MERET-PLUS and CHILD-based FFE, their expansion “without borders” using alternative forms of support, joint UNDAF efforts and robust community empowerment.

PROGRAMME MANAGEMENT, MONITORING AND EVALUATION

44. This CP evolves from its predecessor: both components remain critical in the current context of vulnerability and food insecurity in Ethiopia. The MTE and appraisal mission undertaken in June 2005 outlined the features of this programme aligned with preliminary UNDAF discussions. The review and approval process coordinated by FAO and WFP consultants included meetings with UNDAF partners, donors, government ministries at the federal and regional levels and research institutions such as the International Food Policy Research Institute (IFPRI) and the Environmental Economics Policy Forum for Ethiopia. Focus was placed on partnership opportunities for joint programming and complementary grassroots initiatives. Within the national context of decentralization and harmonization, an all-region national workshop on programme formulation and endorsement was held. This highlighted priority activities, coverage, modalities for implementation, partnerships and synergies.
45. The CP will consolidate existing RBM systems, using baseline data to track changes induced by the two components against agreed indicators. Impact assessments will be undertaken where appropriate, including for partnered efforts. The evolving RBM system will be used as a major instrument for dissemination of lessons learned, accountability and networking of best practices. The logical framework has been developed from consolidated experience, allowing the monitoring and evaluation (M&E) system to feed into joint work plans, enable corrective measures and advocate for support to expand best practices. Approximately 10 percent of other direct operational costs (ODOC) and 5 percent of direct support cost (DSC) budget are expected to be allocated to RBM-related tasks.
46. Real-time support to implementation and capacity-building at district and community levels will be provided through an innovative action-based monitoring (ABM) system. This allows rapid corrective measures to be undertaken and high standards to be maintained while generating greater community involvement and sense of ownership over assets created. ABM data is stored in a database able to produce district-level profiles for tracking performance across all WFP-supported programmes.
47. Regular follow-up and supervision will be undertaken through the sub-offices in close consultation with implementing partners. Six sub-offices constitute field units, serviced by the country office, which use ABM to provide proactive monitoring and action-based support.
48. RBM will also be linked to a series of case studies supported by WFP, United Nations agencies such as FAO and UNDP, and research institutions that will assess the contribution of food-based development programmes. The WFP country office will seek specific support from headquarters and the regional bureau, particularly from policy, VAM, school



feeding, nutrition, and evaluation units, to initiate and support studies on the innovative activities promoted by the two components. Likely study areas include: the effectiveness of capacity-building; institutionalization of planning approaches; partnered support within UNDAF; food aid effectiveness; and the synergetic effect of the activities in impact points.

49. WFP will use an external MTE, joint final evaluation with UNDAF partners, and ongoing vulnerability analysis to determine entry, continuance and exit of food-based assistance from communities and schools under the CP. WFP and partners will monitor, evaluate and strengthen the comparative advantage of providing grassroots capacity-building to communities and institutions, especially in participatory planning and evaluation.
50. Overall coordination of implementation will be facilitated by WFP, regional bureaux, the Ministry of Finance and Economic Development, the Ministry of Agriculture and Regional Development and the Ministry of Education; the latter two will regularly report to the Ministry of Finance and Economic Development and WFP on progress made. For Component 1, a National Service and Promotion Unit at federal level, and Regional Service Promotion Units, will be strengthened with United Nations Volunteers and support staff to ensure adequate management, technical capacity and monitoring support. Component 2 will focus on building the capacity of the Education Sector Development Programme and Planning Unit at federal level, regional focal points and Regional Project Coordination Committees, and district focal points through the CHILD framework and partners.
51. The WFP country office, supported by the Ministry of Finance and Economic Development, will engage in resource mobilization by advocating results attained by the programme. Within the UNDAF framework, annual reviews of the programme will be conducted and joint visits to communities and schools for donors, United Nations partners and major decision-makers will be organized. Reviews will include an assessment of progress made toward the Enhanced Commitments to Women, UNDAF II outcomes and outputs, and related CP indicators.



ANNEX I-A

FOOD ALLOCATION AND BENEFICIARY COVERAGE				
CP component	Quantity of commodities (mt)	Distribution by component (%)	Number of beneficiaries (CP period)	Percentage of women beneficiaries (CP period)
MERET-PLUS	164 585	72	1 741 004	50
CHILD-based Food for Education	65 578	28	437 633	42
Total	230 163	100	2 178 637	

ANNEX I-B

COMMODITY TYPE AND RATION SIZE			
CP component	Type of food commodities (name)	Individual ration size (per person per day)	Nutritional content: kcal, % kcal from protein (overall ration)
MERET-PLUS	Wheat	3 kg ¹	2 284 kcal, 13%
CHILD-based Food for Education	CSB	150 g	617 kcal, 16.7%
	Vegetable oil	6 g	
	Salt	3 g	

¹ The 3 kg ration is for a full person-day of work, to support the consumption needs of an average family of five.



ANNEX II: RESULTS AND RESOURCES MATRIX OF COUNTRY PROGRAMME ETHIOPIA 10430.0 (2007–2011)

Results chain (logic model)	Performance indicators	Risks, assumptions	Resources required
UNDAF outcomes	UNDAF outcome indicators		
Humanitarian response, recovery, and food security; Basic social services; HIV/AIDS.			
CP outcomes	CP outcome indicators		
1. Increased ability to manage shocks and meet necessary food needs, and diversify livelihoods. (WFP-SO2).	1.1 Percentage of households claiming income increment, by gender. 1.2 Percentage of households claiming reduction in food deficit by at least two months.	Favourable markets for primary products and services prevail.	Total resources allocated to CP components (basic) in value terms: US\$116 million.
2. Sustainable land management (SLM) practices and systems institutionalized at community level and replicated to other areas. (WFP-SO2).	2.1 Percentage of households creating assets (physical and biological) initially through FFW and subsequently maintained on self-help basis. 2.2 Number of non-MERET areas using SLM approaches. 2.3 Percentage of households replicating specific household-based technologies and improved practices.	Government support, and partners accept, SLM as a framework for collaboration.	Component 1: US\$72 million. Component 2: US\$44 million. Total expected government contribution: US\$12.7 million
3. Sustainable and productive community-rooted behavioural changes and practices in relation to HIV/AIDS fostered. (WFP-SO3).	3.1 Percentage of communities that participate in Community Conversation enforcing recommended positive behavioural practices. 3.2 Percentage of schools and communities implementing HIV/AIDS prevention, mitigation and gender awareness activities in their plan.	People infected with HIV/AIDS are willing to participate in HIV/AIDS activities (not stigmatized). People are willing to adopt new behavioural changes related to HIV/AIDS.	



ANNEX II: RESULTS AND RESOURCES MATRIX OF COUNTRY PROGRAMME ETHIOPIA 10430.0 (2007–2011)

Results chain (logic model)	Performance indicators	Risks, assumptions	Resources required
4. More children (girls and boys) enrolled, attend and able to actively participate in schools. (WFP-SO4).	4.1 Absolute enrolment: Number of girls and boys enrolled in WFP-assisted schools. 4.2 Net enrolment rate: 55 percent of primary school-age boys and girls enrolled in WFP-assisted schools. 4.3 Attendance rate: 90 percent of girls and boys in WFP-assisted schools attending classes during the school year. 4.4 Drop-out rates of girls and boys from WFP-assisted primary schools. 4.5 Ratio of girls to boys enrolled in WFP-assisted schools. 4.6 Teachers' perception of the children's ability to concentrate and learn (actively participate) in school as a result of school feeding.	The security and political situations are conducive to the implementation of development activities. Teachers are motivated (including being promptly paid) and willing to carry out their duties diligently. Schoolboys and schoolgirls are willing to acquire knowledge. Necessary learning aids are available in the primary schools.	
5. Quality of education improved and schools progressively transformed into centres for local level development. (WFP-SO4).	5.1 Completion rate. 5.2 Percentage of Parent–Teacher Associations regarding schools as centres for local level development.	Sufficient ODOC funds are available to provide continuous training for the school feeding focal persons, covering turnover of government staff.	
6. Implementing partners able to plan and manage food-based programmes. (WFP-SO5).	6.1 Number of WFP implementing partners with the capacity to take over the planning and management of food-based programmes. 6.2 Percentage of households satisfied with technical and management support. 6.3 Percentage of community members who assess their CHILD-based FFE committees as effective or very effective. 6.4 Number of development initiatives that incorporate lessons from MERET and CHILD.	Sufficient ODOC funds are available to provide capacity-building support on planning and management of food-based programmes.	



ANNEX II: RESULTS AND RESOURCES MATRIX OF COUNTRY PROGRAMME ETHIOPIA 10430.0 (2007–2011)

Results chain (logic model)	Performance indicators	Risks, assumptions	Resources required
CP outputs	Output indicators		Country office monitoring plan
1.1 Degraded land rehabilitated: 125,000 ha.	1.1.1 Number of beneficiaries by gender participating in WFP-assisted land reclamation. 1.1.2 Hectares of degraded land reclaimed. 1.1.3 Percentage of activities that meet technical standards.	The Government provides timely and adequate counterpart funding and technical support.	Total expected (basic) budget: US\$796,850. Expected budget from ODOC: US\$543,000.
1.2 Soil fertility management practices improved.	1.2.1 Number and types of improved soil fertility management technologies introduced. 1.2.2 Number of MERET sites where improved soil fertility management technologies are being applied.		Expected budget from DSC: US\$253,850. Prepare performance measurement plan for results monitoring of CP components together with implementing partners: US\$5,000.
1.3 Annually, 118,000 beneficiaries participated in food-supported asset creation and income-generating activities in/from 500 food-insecure communities in 65 districts.	1.3.1 Number of beneficiaries by gender participating in FFW. 1.3.2 Quantity of food distributed under FFW. 1.3.3 Number and types of assets created. 1.3.4 Number and types of income generating activities created.	Markets encourage farmers' production of more vegetables and fruit.	Institutionalization of RBM system for systematic and regular collection, analysis and review of data on performance within the WFP and implementing partners: US\$75,000.
1.4 Opportunities for ecological and cultural tourism developed.	1.4.1 Number of potential sites developed in each region.		Facilitate RBM reviews at all management levels (district, regional and federal): US\$15,000.
1.5 Access to water sources improved.	1.5.1 Time spent on collecting water reduced by 50 percent. 1.5.2 Functional water users groups.		Facilitate component-based self-evaluations at all levels: US\$10,000.
1.6 Time-saving, yield-augmenting and processing technologies expanded at "impact points".	1.6.1 Number of households trained in using time-saving, yield-augmenting and processing technologies at impact points.		
1.7 Access to markets improved.	1.7.1 Number of communities with improved access to market places. 1.7.2 Number of marketing groups organized.		



ANNEX II: RESULTS AND RESOURCES MATRIX OF COUNTRY PROGRAMME ETHIOPIA 10430.0 (2007–2011)

Results chain (logic model)	Performance indicators	Risks, assumptions	Resources required
2.1 Technical capacity of implementing partners (IP) and target communities enhanced.	2.1.1 Number implementing partner staff receiving training on participatory watershed development. 2.1.2 Number of communities with comprehensive watershed plans.		Field monitoring by WFP country/sub-office, and implementing partner staff: US\$656,850.
2.2 Natural resource project cycle management capacity of target communities improved.	2.2.1 Percentage of MERET sites revising plans using performance evaluation profiles (PEP). 2.2.2 Percentage of planning teams as well as community members trained in natural resource project cycle management.		Twice-yearly reviews at regional and federal level: US\$15,000. Country office consolidates field office reports and takes corrective actions with Government: US\$10,000.
2.3 SLM approaches and technologies screened, disseminated and adapted.	2.3.1 Extent of SLM approaches adopted in adjacent safety-net areas. 2.3.2 Number of farmer groups engaged in adaptive SLM research.		Prepare RBM reports on yearly basis: US\$10,000.
2.4 Community-based solidarity mechanisms activated, supported and made functional.	2.4.1 Number of functioning user groups established for assets management and/or income-generation. 2.4.2 Type of asset established through solidarity mechanisms for the benefit of labour-poor households.		
3.1 Awareness of the impacts of HIV/AIDS on food security among vulnerable populations in partner communities increased.	3.1.1 Number of behavioural practices introduced. 3.1.2 Number of functional HIV/AIDS Community Conversations teams. 3.1.3 Percentage of schools where gender sensitisation and HIV prevention activities have been conducted.		
3.2 Capacity of implementing partners at district and regional level to mainstream HIV/AIDS in their regular work enhanced.	3.2.1 Number of implementing partner staff that have received training on gender and HIV/AIDS.		



ANNEX II: RESULTS AND RESOURCES MATRIX OF COUNTRY PROGRAMME ETHIOPIA 10430.0 (2007–2011)

Results chain (logic model)	Performance indicators	Risks, assumptions	Resources required
4.1 Number of primary schoolchildren provided with in-school meals in 137 chronically food-insecure districts: 438,000.	4.1.1 Number of boys and girls receiving in-school meals in WFP-assisted basic schools. 4.1.2 Quantity of food, by type, distributed to WFP-assisted schools.	Parents are convinced of the benefits of education and are willing to take their children to school. The Government provides adequate counterpart funding on time. The community members support the school-feeding programme by providing other supplementary food and non-food items. Local procurement accounts for the target 30 percent of total food purchases (thereby allowing tonnages to reach target levels).	
4.2 A national consensus of the provision of school meals advocated.	4.2.1 Number of workshops conducted to advocate the provision of school meals.	Sufficient ODOC funding is available to organize the workshops. The programme is confused with the food aid debate.	
4.3 Food provided as an incentive to girls to reduce gender disparity.	4.3.1 Number of girls receiving take-home rations.	Availability of funds to continue supporting the girls' initiative which is rapidly scaling-up due to its success.	
4.4 Home-based school feeding pilot developed and implemented.	4.4.1 Number of schools where home-based school feeding pilot implemented. 4.4.2 Percentage of food-for-education sourced locally for the schools.	Possible collaboration with FAO materializes. Sufficient ODOC funds available to implement the pilot.	
4.5 Food rations of appropriate quality and quantity received and distributed in a timely manner.	4.5.1 Percentage of schools at which correct ration of each commodity is distributed. 4.5.2 Percentage of food lost or damaged at schools after receiving food in good condition. 4.5.3 Vegetable oil is distributed with correct ration. 4.5.4 Percentage of schooldays on which food is distributed following receipt of food at schools.	Regional Bureaux of Education are able to transport the food on time. Adequate storage facilities are available at school level. Sufficient ODOC funds available to provide continuous training for the school feeding focal persons, covering turnover of government staff.	
5.1 CHILD framework implemented in all WFP-assisted schools.	5.1 Percentage of schools where the CHILD framework is implemented. 5.2 Number of schools where relevant Essential Package activities are undertaken with communities.	Sufficient ODOC funds are available to provide continuous training for the school feeding focal persons, covering turnover of government staff. Collaboration with other United Nations agencies materializes.	



ANNEX II: RESULTS AND RESOURCES MATRIX OF COUNTRY PROGRAMME ETHIOPIA 10430.0 (2007–2011)

Results chain (logic model)	Performance indicators	Risks, assumptions	Resources required
6.1 Capacity of implementing partners to identify food needs, develop strategies and carry out food-based programmes improved.	6.1.1 Number of WFP implementing partners using WFP technical services to develop their capacity to identify food needs, develop strategies and carry out food-based programmes. 6.1.2 Number of national staff (agricultural and education experts) at district, regional and national level trained in RBM. 6.1.3 Percentage of performance monitoring reports received on time.	Sufficient ODOC funds available to provide capacity-building support.	
6.2 Dialogue with implementing partners to identify potential areas of technical and financial cooperation increased.	6.2.1 Number of areas of financial and technical cooperation established between WFP and implementing partners. 6.2.2 Number of partnership modalities with United Nations agencies, the Millennium Project and other implementing partners established.	Motivated and trained staff available at different levels.	
6.3 Food aid programming and effectiveness improved through advocating programme results and mobilizing sufficient additional and complementary resources with partners.	6.3.1 Number of CP best practices documented and circulated. 6.3.2 Volume of additional and complementary resources mobilized and used (in cash and in kind).	Adequate support from ODK and HQ obtained for advocacy and resource mobilization.	



ANNEX III

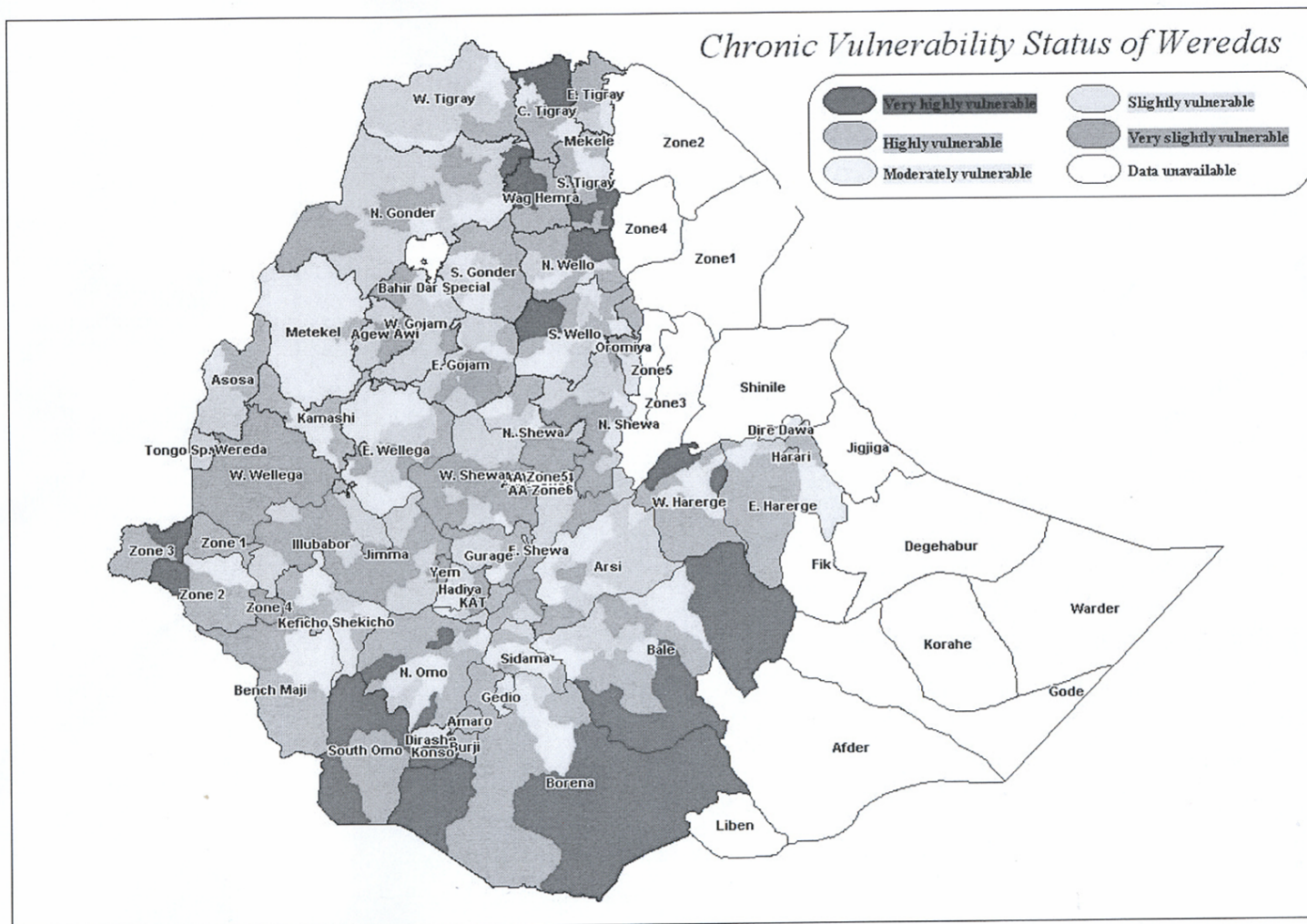
BUDGET SUMMARY FOR COUNTRY PROGRAMME (2007–2011)			
	Component I MERET-PLUS	Component II CHILD-based Food for Education	Total (both components)
Food commodities (mt)	164 585	65 578	230 163
Food commodities (value)	39 500 400	25 104 544	64 604 944
External transport	8 979 217	3 577 720	12 556 937
LTSH (total)	13 418 741	7 098 130	20 516 871
LTSH (cost per mt)	81.53	108.24	
ODOC	2 873 520	2 556 749	5 430 269
Total DOC	64 771 878	38 337 143	108 183 170
DSC ¹	2 804 557	2 269 592	5 074 149
ISC ²	4 730 350	2 842 471	7 572 822
Total WFP costs	72 306 786	43 449 207	115 755 992
Government contribution	6 663 150	5 987 208	12 650 358

¹ The DSC amount is an indicative figure for information purposes. The annual DSC allotment for a CP is reviewed and set annually following an assessment of DSC requirements and resource availability.

² The ISC rate may be amended by the Board during the period covered by the CP.



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The designations employed and the presentation of material in this publication do not imply the expression of any opinion whatsoever on the part of the World Food Programme (WFP) concerning the legal status of any country, territory, city or area or of its frontiers or boundaries.

ACRONYMS USED IN THE DOCUMENT

ABM	action-based monitoring
CHILD	Children in Local Development
CP	country programme
CSB	corn-soya blend
DSC	direct support cost
EDP	extended delivery point
ESDP	Education Sector Development Programme
FAO	Food and Agriculture Organization of the United Nations
FFE	food for education
FFW	food for work
HSDP	Health Sector Development Programme
IFPRI	International Food Policy Research Institute
ITSH	internal transport, storage and handling
MDG	Millennium Development Goal
M&E	monitoring and evaluation
MERET	Managing Environmental Resources to Enable Transitions to more Sustainable Livelihoods
MERET-PLUS	MERET through Partnerships and Land Users Solidarity
MTE	mid-term evaluation
ODA	Official Development Assistance
ODK	Regional Bureau Kampala (East and Central Africa)
ODOC	other direct operational costs
PASDEP	Plan for Accelerated Sustainable Development to End Poverty
PRRO	protracted relief and recovery operation
PSNP	Productive Safety-Net Programme
RBM	results-based monitoring
SDPRP	Sustainable Development and Poverty Reduction Programme
SSA	sub-Saharan Africa
UNCT	United Nations country team
UNDAF	United Nations Development Assistance Framework
UNICEF	United Nations Children's Fund
VAM	vulnerability analysis and mapping