

Management Response

Oxfam Management response to the review of *Governance in Ethiopia: Evaluation of the Africa Climate Change Resilience Alliance (ACCRA) programme (Effectiveness Review Series 2016/17)*

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Date:	<i>06/06/2017</i>	Country/Region/Campaign:	<i>Ethiopia/HECA</i>

Context, background and findings

1. The context and background of the review, i.e. the purpose and scope of the evaluation.

As part of Oxfam Great Britain's (OGB) Global Performance Framework (GPF), samples of mature projects are randomly selected each year and their effectiveness rigorously assessed. The Africa Climate Change Resilience Alliance (ACCRA) in Ethiopia (phase 2) was selected for review in 2016/7 in this way, under the governance thematic area.

Project description

The project ran from 1 November 2011 to 31 December 2016 as part of Oxfam GB's global CHASE Programme Partnership Arrangement (PPA4) portfolio. The project was implemented by Oxfam GB (OGB) (Ethiopia), the lead partner of ACCRA in Ethiopia.

ACCRA Ethiopia was conceived in 2009, the same year as the ACCRA international consortium. ACCRA Ethiopia comprises of four locally-based partners: Oxfam (the country lead partner), CARE International, Save the Children, and World Vision. In addition, one of the UK-based partners of the ACCRA international consortium – the Overseas Development Institute (ODI) – has contributed to the work of ACCRA Ethiopia in both phase 1 and phase 2. These consortium partners are like-minded organisations, whose combined experience and social capital contribute to the ACCRA programme in Ethiopia.

With a total budget of £872,537, the main goal of this project was to promote local adaptive capacity development through advising governance changes at a system level. This goal built on the findings of research conducted in phase 1 of the ACCRA programme, highlighting that change at a system level is required because the necessary changes to the practice of adaptive capacity development are not actionable by any single organisation or individual acting alone. The adaptation required by development actors is transformational. Ultimately, it was expected that this project would contribute to the greater participation and support of local communities in kebele- and woreda-level decision-making processes, enabling more locally-adaptive decision-making in a country that is heavily impacted by climate change.

Purpose and scope of the review

This evaluation is part of larger evaluation processes that covered the three countries where ACCRA has implemented activities (Uganda, Mozambique and Ethiopia) as well as the supranational dimension of ACCRA as a multi-country programme. The evaluation covered ACCRA's activities from November 2011 to March 2016.

Overall, this impact evaluation focuses on three key questions:



- What evidence is there for the intended transformation (of governance systems in Ethiopia in order for them to support climate adaptive capacity development, and also become more gender-sensitive and people-centred)?
- What evidence is there for a contribution to this transformation, if any, by ACCRA?
- How significant is this contribution, compared with other possible contributing factors?

This evaluation investigates a set of concrete outcomes selected and agreed between ACCRA Ethiopia and the ACCRA International Programme.¹

Outcome 2: Adaptive capacity building and frameworks mainstreamed into DRR governance, supporting a more decentralised and participatory approach.

Outcome 3: Local CRGE (Climate Resilient Green Economy) planning practices, which are gender-sensitive, people-centred and enabling of adaptive capacity mainstreamed within the Fast Track Investments (FTIs), Growth and Transformation Plan II (GTP II) and Green Climate Fund (GCF) policies of the Ministry of Agriculture & Natural Resources (MoA&NR).

Systemic outcome 2: Communities' voices, priorities and agency taken into account in CRGE planning, reflecting a gender-sensitive and people-centred approach.¹

Evaluation design

The design of this impact evaluation was part of a wider evaluation process covering the ACCRA phase 2 programme in Uganda and Mozambique, as well as Ethiopia. The evaluation took place between 31 August and 23 December 2016 and comprised of four main stages: scoping; field work; analysis, synthesis and report writing; and sharing of evaluation findings, feedback and collective learning in ACCRA.

This evaluation drew on systemic perspectives on learning and emergence in seeking to understand causality and contribution, in opening up opportunities for triple-loop learning, and in creating space for adaptation and emergence within the evaluation process itself.

As with other Effectiveness Reviews carried out under the 'Good Governance' outcome area, the evaluation used process tracing, a qualitative method that seeks to unpack the causal mechanism that led to a specific effect, and by doing so to demonstrate the causal relation. The evaluation doesn't simply focus on whether observed outcome-level change can be reasonably linked to project activities, but rather considers all the key evidenced explanations for the given outcome to analyze the level of influence each has had on bringing about that change.

The evaluation also drew on some principles of the learning history approach to embed multiple and diverse reflections from the full range of stakeholders interviewed into our process tracing analysis, thereby seeking to interweave story and analysis, and multiple voices with primary lines of evidence, in an effort to match the systemic nature of the situation we were evaluating.

Data collection methods included document analysis, interviews (sometimes repeated interviews with the same stakeholders) and workshops.

¹ The labeling of these outcomes reflects their positioning in a (re)constructed theory of change, rather than simply as outcomes 1, 2, 3, etc.). The review also investigates elements within each outcome, labelled 2a, 2b, etc.

2. Summary main findings and recommendations

Main findings

Summary of contribution scores

Outcome	Rating	Short commentary
2a. Adaptive capacity thinking and frameworks mainstreamed into national DRR guidelines, supporting a more decentralised and participatory approach.	5	While the contributions of a diverse mix of government and non-government actors were all necessary to the realisation of the Woreda Disaster Risk Mitigation/Adaptation Planning Guidelines (2014/16), thereby shaping a broader systemic approach, the contribution of the ACCRA was of particular significance given its articulation of adaptive capacity within a community-focused and participatory framing, derived from the LAC framework.
2b. Changes in governance relationships both supporting and reflecting mainstreaming of adaptive capacity thinking into national DRR guidelines and local DRR planning.	5	The process of strengthening the collaboration between the DRMFSS/NDRMC and MEFCC appears to have been both systemic and nuanced, with several actors, including the World Food Programme and Save the Children (independently from ACCRA) playing a role. Nonetheless, ACCRA appears to have played a key role in brokering a joint understanding between the MEFCC minister and the DRMFSS of the value of collaborating, focusing this on the value of mainstreaming CRGE and DRR together into woreda Annual Development Plans.
2 (Overview). Adaptive capacity thinking and frameworks mainstreamed into DRR governance, supporting a more decentralised and participatory approach.	4	DRR governance is a multifaceted system and there have been several initiatives seeking to mainstream local adaptive capacity thinking and practices within this system. For example, outside the ACCRA consortium, CARE has played a lead role within the PSNP CSI initiative. However, even if ACCRA's contribution hasn't been unique, looking across these several initiatives it can be concluded that it has been both significant and necessary, as demonstrated in the evaluation of the two elements above.
3a. Local CRGE planning practices, which are gender-sensitive, people-centred and enabling of adaptive capacity, mainstreamed within the Fast Track Investments (FTI) of the Ministry of Agriculture & Natural Resources (MoA&NR).	4	We found strong evidence that ACCRA made a significant contribution to shaping a FTI programme within MoA, which began to enable a process of adaptive capacity development that was also people-centred and gender-sensitive. Principally, this contribution came through leading on the preceding local CRGE planning pilot and then inputting the resulting guidelines, experience and findings into the shaping of MoA's FTI proposals. ACCRA's contribution at the launch workshops for the 27 FTI woreda level processes also appears to

		have been influential.
3b. Local CRGE planning practices, which are gender-sensitive, people-centred and enabling of adaptive capacity, are referenced within the Growth and Transformation Plan II (GTP II) of the MoA&NR.	3	The final version of the GTP II includes some requirements for gender-sensitive approaches, but references to local adaptive capacity building are much weaker and more tangential. While the mainstreaming of local CRGE approaches within the MoA's GTP II could therefore have been more substantial, ACCRA earned a privileged role alongside government to evaluate and strengthen the integration of CRGE in this highly significant strategic context.
3c. Local CRGE planning practices, which are gender-sensitive, people-centred and enabling of adaptive capacity, are reflected in the Green Climate Fund (GCF) proposal of the MoA&NR.	2	There is some evidence for the strengthening of climate-informed, woreda-based integrated planning and budgeting systems being included in the GCF proposal. And there is some evidence that ACCRA made a relevant contribution to this proposal, but it appears that stronger contributions came from Oxfam America, Echnoserve, and perhaps also GGGI.
3 (Overview). Local CRGE planning practices, which are gender-sensitive, people-centred and enabling of adaptive capacity, mainstreamed within the FTI, GTP II and GCF policies of the MoA&NR.	3	While ACCRA made a significant contribution to at least one, and perhaps two of the elements of this outcome, it is important to see these as nested within a broader, systemic change story, involving many other actors, in both enabling and contributing roles. For the mainstreaming work within the FTI programme, these include not only ministry officials at various levels of governance, but also Echnoserve, CCF-E and possibly also GGGI and ILRI. Other ongoing work within the MoA&NR, including on SLMP and on the CSI project for PSNP, may also have indirectly shaped the thinking and practices of MoA&NR, regional and even woreda officials working on the FTI. The SLM and CSI/PSNP programmes can also be seen as part of a wider process of systemic change in CRGE governance systems, again contributing towards the strengthening of local adaptive capacities.

5	Outcome realised in full Evidence that intervention made a crucial contribution
4	Outcome realised in part & evidence that intervention made a crucial contribution Outcome realised in full & evidence that intervention made an important contribution
3	Outcome realised in part & evidence that intervention made an important contribution
2	Outcome realised in part & evidence that intervention made some contribution Outcome realised to a small degree & evidence that intervention made an important contribution
1	Outcome realised, to any degree, but no evidence that the intervention made any contribution

Recommendations and learning considerations

1. A systems approach is needed to understand the nature of governance relationships and design effective strategies to support good governance at the national and the local level.

- ACCRA has made a key contribution in the area of governance, recognising both the systemic nature of governance relationships (involving both horizontal and vertical coordination) and their impact on local adaptive capacity, where there is a significant need for governance relationships to become more flexible and more enabling. ACCRA has proven its unique ability as a ‘systemic intermediary’ in transforming governance relationships, for example, successfully building bridges between its three focal ministries where in the past there has been poor coordination (e.g. between MEFCC and NDRMC). This has led to more joined-up programmes on the ground (e.g. mainstreaming DRR into woreda annual development plans).
- At a local level, these governance transformations are reflected most clearly in the local CRGE planning approach pioneered by ACCRA through the woreda CRGE pilots (2012–2014) and then upscaled through the Fast Track Initiatives of the MoA&NR in 27 woredas (2014–2016). These achievements have highlighted the benefits both of improved departmental collaboration within woreda administration and more genuinely participatory planning and implementation through engagement with (gender-sensitive) community priorities and empowerment.
- These pilot examples represent a step forward from the participatory culture of previous (and ongoing) large-scale programmes, such as the SLM and PSNP programmes of MoA&NR. They offer to the GoE, if it can successfully navigate through its current democratic crisis, a potential future trajectory for local development pathways that are more context-specific, demonstrate higher community ownership, and are potentially more innovative, as well as strengthening local adaptive capacity and building resilience into local rural livelihoods.

2. Work in resilience needs to be understood as something multi-dimensional, closely connected with economic development.

- Within the CRGE landscape ACCRA’s core niche revolves around the CR (resilience) theme in particular, with a special focus on adaptive capacity (drawing on the five dimensions set out in the LAC framework), but ACCRA is also seen as able to bridge CR, GE and economic development and some of the trade-offs involved.

3. The new generation of programming in resilience in Ethiopia combines traditional priorities with new themes and innovative approaches.

- Ethiopia’s ACCRA programme represents a new kind of investment for Oxfam Ethiopia. It combines traditional Oxfam priorities (focus on the poor, participatory approaches, gender, governance) with new themes and approaches (governance transformation, a sophisticated analysis/approach to adaptive capacity, and multiple strategies combining policy advice, soft influencing, capacity building, action researching and research).

4. There is scope to continue developing approaches to support participatory, gender-sensitive governance from the work in adaptive capacity.

- ACCRA has been able to pioneer a more participatory, gender-sensitive approach to CRGE/adaptive capacity governance within each of its focal ministries (MEFCC,ⁱⁱ MoA&NR and NDRMC) and this is reflected in a number of these ministries’ pilots, programmes, guidelines and policies. ACCRA’s contribution to these outcomes has, in several cases, been significant, when viewed alongside the contribution of other actors.

5. In the Ethiopian context, embedding technical capacity in ministries is not effective if trust with government officials is not intentionally built and sustained by a combination of strategies and long-term commitment.

- ACCRA Ethiopia has carved out a key niche for itself in Ethiopia’s CRGE landscape – it has developed a relatively unique role as a ‘trusted adviser’ embedded in three core ministries (MEFCC, MoA&NR and NDRMC). This role enables ACCRA to be recognised alongside other trusted advisers with a considerably larger funding/technical base – principally GGGI but also some of the large donor programmes (e.g. World Food Programme; World Bank; UNDP) which include embedded advisers. It is unique in Ethiopia for an INGO/alliance to play such a role.



- ACCRA has been able to differentiate itself from ‘trusted adviser’ organisations with a larger funding base, such as GGGI, by building key relationships with ministries where GGGI has less influence/been less successful (MoA&NR, NDRMC) and by focusing on different issues from GGGI within MEFCC (where the GGGI focus is on forestry). GGGI is stronger on traditional research-based advice, whereas ACCRA’s strength lies in its unique combination of strategies.
 - Trust by these government departments in ACCRA is based on the mix of technical competence, thought leadership, soft skills (especially ‘bridging’ skills), responsiveness (understanding of ministry ‘gaps’) and long-term relationship building/commitment that ACCRA is able to offer.
- 6. To enhance Oxfam’s reputation as a broker and convener, the role and contribution of other partner INGOs needs to be strengthened.**
- Part of the strength of the ACCRA ‘brand’ for its government partners is that ACCRA is a coalition of INGOs (rather than Oxfam on its own), enabling broader learning between ministries and INGOs through the ACCRA steering committee. Funding limits within ACCRA phase 2 meant, however, that the other INGO partners played a limited role; this could be addressed in a future phase of ACCRA if the role and contribution of other partners was strengthened. For example, drawing on CARE’s expertise in the area of adaptive capacity development (as exemplified not only through its leadership of the PSNP CSI, but also in other programmes, such as GRAD and PRIMEⁱⁱⁱ) could lead to a strengthening of CARE’s offering, and other partners could also add value based on their different strengths, analysis and positioning within Ethiopia’s CRGE landscape.
- 7. Continue investments on the coalition and brand to maintain Oxfam’s reputation and leadership as a convening power of systemic intermediation.**
- The political capital, trust and advice embedded in ACCRA (through the key ministries of MEFCC, MoA&NR and NDRMC), and the convening power of systemic intermediation which this can access, highlight the value of continuing investment in this coalition and brand. Options for future development should be carefully weighed in the light of this evaluation, taking account of the following set of interrelated considerations:
 - The opportunity for further development of the core ACCRA themes and approaches (governance, adaptive capacity, mix of strategies) within Oxfam Ethiopia, ‘mainstreaming’ these into other Oxfam Ethiopia programmes.
 - The value of further development/expansion/ and/or transformation of the ACCRA Ethiopia INGO alliance, through careful consideration of the current and evolving landscape of the GoE’s GTP II, and strategic analysis of the value added by each consortium partner.
 - The ongoing contribution of ACCRA Ethiopia to any future international ACCRA programme and alliance, recognising the added value that this brings in terms of south–south partnership and learning, and south–north partnership, learning and funding opportunities.

B: Oxfam's response to the validity and relevance of the review findings, conclusions and recommendations.

4. Overall do the findings of the review concur with you own expectations or assessment of the project's effectiveness?

The overall findings of the impact evaluation of the ACCRA project are very good, as the evaluation has provided useful insights that should be considered in the future ACCRA phase-3 programme design and implementation. We agreed with the score given to each outcome of the evaluation.

Outcome 3c: *'Local CRGE planning practices, which are gender-sensitive, people-centred and enabling of adaptive capacity, are referenced within the Growth and Transformation Plan II (GTP II) of the MoA&NR'* scored 2. In the context of Ethiopia, the government gave limited space for external stakeholders' consultation during the GTP II design process. We must consider as a success the fact that ACCRA has been involved and consulted since the beginning of this national process. ACCRA has been involved with the consultation team for the review of the GTP II draft. Comments related to adaptation, mitigation and gender components were provided by the Alliance and they have been accepted, approved by the national plan commission, and included in the final version of the GTP II. This clearly demonstrates the influential role that ACCRA has played during the design of GTP II and we should consider it as an 'added value' rather than a weakness.

5. Did the review identify areas that were particularly strong in the project?

The review identified the major areas and impact of ACCRA namely:

1. Adaptive capacity thinking and frameworks mainstreamed into national DRR guidelines, supporting a more decentralised and participatory planning approach.
2. Changes in governance relationships both that support and reflect the mainstreaming of adaptive capacity thinking into national DRR guidelines and local DRR planning.
3. Local CRGE planning practices, which are gender-sensitive, people-centred and enabling of adaptive capacity, mainstreamed within the Fast Track Investments (FTI) of the Ministry of Agriculture & Natural Resources (MoA&NR).

These are areas where ACCRA has significantly contributed and should be further strengthened and scaled up in the next phase of ACCRA.

6. Did the review identify areas that were particularly weak in the project?

The project review identified the ACCRA project's weak areas where, despite making a contribution, they achieved less impact.

Outcome 3b: *'Local CRGE planning practices, which are gender-sensitive, people-centred and enabling of adaptive capacity, are referenced within the Growth and Transformation Plan II (GTP II) of the MoA&NR'* had been indicated as one of the areas in which the project had made less tangible impact. Since GTP II is an overarching five years national plan that can be cascaded and contextualized into the plan of regions and woredas (districts), it was difficult to indicate local adaptive capacity in this high level planning document. It would, however, have been possible for it to be reflected in the guidelines and ACCRA has made efforts to incorporate the local adaptive capacity into the national CRGE mainstreaming guideline.

Outcome 3c: 'Local CRGE planning practices, which are gender-sensitive, people-centred and enabling of adaptive capacity, are reflected in the Green Climate Fund (GCF) proposal of the MoA&NR' scored 2 and was identified as one of the weak areas of the project. The GCF proposal was prepared by a team of experts drawn from various government sectors and other development partners engaged in the area, and ACCRA contributed significantly in designing and framing the contents of the proposal, based on past experience of CRGE investment plan development in 4 woredas.

7. Summary of review quality assessment, i.e. quality of the review is strong/mixed/poor and short assessment of the process

The findings of the review are valid and relevant as the information collected has been triangulated with consultation from different government bodies, key stakeholders and partners. Field visits were not only made to the ACCRA pilot woredas but also to non-ACCRA woredas that have implemented the same FTI project giving a good comparative and measurement of ACCRA's contribution to the CRGE planning and implementation. Thus, the effectiveness review has captured the main successes, challenges and essential recommendations.

8. Main Oxfam follow-up actions

Based on the review's recommendations, Oxfam has identified follow up actions, implementation of which started in April 2017 and will continue during the third phase of ACCRA. Actions have been identified with the objective of strengthening the Alliance within the country for the third phase, continue providing technical support to the ministries strengthening the gender-sensitive approach with the support of Oxfam gender team, and mainstreaming the ACCRA approach in other Oxfam programming to create one single multidimensional resilience approach.

Starting from April 2017, the ACCRA country team with the support of the grants team unit has started working on the design of a fundraising strategy to establish clear actions to raise funds for the 3rd phase of ACCRA in Ethiopia. Furthermore, a Stakeholder Mapping Analysis has been conducted to identify potential donors which prioritise work on climate change and green economics, with a view to arranging meetings to discuss future funding. A brochure illustrating the success of project and the main components of the next phase has been drafted with the support of Oxfam's communication team and disseminated during bilateral meeting with the donors from June to June 2018.

In order to promote and strengthen the participation of ACCRA members in the 3rd phase, Oxfam as leader of ACCRA will organize a Steering Committee meeting with the CDs (Country Directors) of the alliance members in Addis, with the objective of showing the results of the final review and starting to discuss their engagement in the third phase of the project. During the meeting the fundraising strategy will also be presented and a common plan for raising funds for the third phase will be discussed. The meeting should have been conducted in June 2017, but has been postponed to December 2017/January 2018 as CDs of other alliance members have changed.

As part of Oxfam's long-term commitment towards the Alliance, the technical support provided by ACCRA teams to the line ministries will continue from June 2017 to June 2018, although the third phase of the project will start in January 2018 or later, in order not to lose the mutual trust built with the ministries during the second phase of the project.

Actions related to the third phase project design have already started in collaboration with the in-country grants team and the regional ACCRA team. The draft of the regional proposal has started on April 2017, while the country team will start drafting a concept note in June, defining the intervention of ACCRA in Ethiopia. The concept note will be shared together with the brochure to potential donors. The third phase proposal will include components such as influencing research and line Ministries (MEFCC, MoA&NR and



NDRMC) providing technical support focused on institutionalizing the tools and approaches promoted by ACCRA, such as the national Woreda Disaster Risk Mitigation/Adaptation guidelines and the national Woreda Disaster Risk Profiling (WDRP) database. It will also look at improving the national monitoring and evaluation framework of the CRGE to have more gender-related indicators and gender disaggregated data collection. At country level, Oxfam has received a grant from Oxfam Hong Kong to continue supporting the Ethiopian Government in the implementation of Climate Resilience Green Economy Strategy within two regions of the country. At regional level a concept note has been drafted and submitted to the African Development Bank in August 2017.

During the period of June to December 2017 the approach of ACCRA will be shared with other Oxfam programming units (livelihoods, gender and resilience), creating dialogue spaces to discuss how to integrate ACCRA's approach and its component on gender and livelihoods in climate change adaptation into other resilience projects.

Related to gender programming, the ACCRA team will support the gender team in replicating the model of embedding the team within line ministries to influence the Ministry of Women and Children's Affairs in developing a framework on Ending Violence Against Women and Unpaid Care Work. Consultation with the Ministry already started in May 2017 and agreement has been reached on establishing a technical working group led by the Ministry. The technical working group will work together with the Ministry to be part of the consultation of the process of GTP III design, to ensure a gender approach and the recognition of Unpaid Care Work.

Finally, in the new structure of Oxfam in Ethiopia, an influencing coordinator will be hired with the main purpose to ensure that influencing is mainstreamed in the entire country programme including the long-term development programme. The influencing coordinator recruitment process will be finalized in December 2017. This position will support on strengthening the influencing role of Oxfam as well as that of the Alliance in the country.

9. **Any conclusions/recommendations Oxfam does not agree with or will not act upon - and why** (*this reflection should consider the results of the review quality assessment*)

N/A

10. **What learning from the review will you apply to relevant or new projects in the future? How can the regional centre/Oxford support these plans?** Please be as specific as possible and provide context where relevant, naming projects in full where learning from the review will be applied.

From the findings of the review we have captured vital lessons that will be considered in the ACCRA 3rd phase programme and will also be included in other Oxfam programming.

According to the Oxfam Country Strategy (OCS), four programmes have been implemented in Ethiopia from 2015-2020: gender, livelihoods, humanitarian and resilience. Integration between those four programmes is important to maximize the impact of Oxfam's intervention within the country. Lessons from ACCRA, especially those related to the approach of working with the ministries, can be replicated for other Oxfam projects.

Related to Gender, Oxfam is implementing a Women's Economic Empowerment project, which focuses on the recognition of Unpaid Care Work (UCW) in Ethiopia. The influencing approach of ACCRA with government can be replicated by the project, influencing the Ministry of Women and Children Affairs. UCW has been included in the targets of the objective 5 of the Sustainable Development Goal related to Gender and the project aims to influence the government in recognizing UCW in their policies.



For this reason, Oxfam is establishing a technical working group with other NGOs and CSOs lead by the Ministry of Women and Children Affairs to play an influencing role in the consultation of GTP III on UCW.

The same governance support approach will be taken into consideration during the design of a project related to Ending Violence Against Women, which will be submitted to the Canadian Government in July 2017 through Oxfam Canada. The project's objective aims to reduce the prevalence of violence against women in four regions of Ethiopia. One of the pillars of the project is related to building the knowledge and capacity of institutions and alliances to influence the change to achieve better targeted and coordinated advocacy initiatives within the EAW network at the Ministry level.

Related to resilience projects, Oxfam is implementing a resilience intervention named R4 in Tigray and Amhara Region. The intervention will start its third phase in 2018. The resilience approach of R4 is based on four components: Crops Insurance, Disaster Risk Reduction (DRR), Saving and Credit and Livelihood. In the new phase, an influencing component has been included and can be implemented integrating the ACCRA approach and using the ACCRA technical team working with the line Ministries.

11. **Additional reflections** that have emerged from the review process but were not the subject of the evaluation.

12.

The effectiveness review didn't consider the capacity building support which ACCRA has provided to MEFCC and the CSOs consortium for climate change Ethiopia (CCC-E) in CRGE planning and implementation at various levels. This was because the scope of the review was limited to outcomes 2 and 3. Furthermore, ACCRA had leading roles in the revision of Ethiopian Environmental Policy and in designing the Environmental Strategy of Ethiopia, helping to shape their contents to ensure that they better address the needs and interests of the community.

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- ⁱ In the end, given the intensive nature of the investigation of outcomes 2 and 3, this systemic outcome was not investigated separately. However, there is extensive discussion of the systemic nature of governance transformations in Ethiopia, including this and broader systemic impacts, both under outcomes 2 and 3, and in the final section of the report on 'programme learning considerations'.
 - ⁱⁱ ACCRA's main institutional change processes with MEFCC were not the focus of this evaluation, but are summarised in an earlier (internal) report from this evaluation on ACCRA's work in Ethiopia.
 - ⁱⁱⁱ USAID Ethiopia/Graduation with Resilience to Achieve Sustainable Development (GRAD); Pastoralist Resilience Improvement Through Market Expansion (PRIME).