



## **Education for Sustainable Development/ESD/**

# **Strategic Plan for the Period of 2022-2026**

**Towards Community Empowerment**



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## Acronyms

CBOs	-----	Community based organizations
CSA	-----	Central Statistical Agency
CSO	-----	Civil Society Organization
ESD	-----	Education for Sustainable Development
GBV	-----	Gender based Violence
GO	-----	Governmental organization
HHDs	-----	House hold
HIV	-----	Human Immuno Virus
HTPs	-----	Harmful Traditional Practices
IGA	-----	Income Generating Activities
ILO	-----	Internal Labor Organization
MHM	-----	Menstrual Hygiene Management
MoH	-----	Ministry of Health
MoE	-----	Ministry of Education
MoF	-----	Ministry of Finance
MoWEI	-----	Ministry of Water, Irrigation and Energy
NGO	-----	Non-governmental Organization
PESTEL	-----	Political, Economic, Social, Technological, Environmental and Legal
SRH	-----	Sexual and Reproductive Health
SLOT	-----	Strength, Limitation, Opportunity and Threat
SPM	-----	Strategic Plana and Management
SP	-----	Strategic Plan
UNICEF	-----	United Nations International Children’s in Emergency Fund
UNSCO	-----	United Nation Educational, Scientific and Cultural Organization
UNDP	-----	United Nation Development Program
WHO	-----	World Health Organization
WFP	-----	World Food Program

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## **Acknowledgement**

Development of the 2022-2026 strategic plan of ESD is a result of a series of brainstorming, consultative meetings and discussions through the involvement of members of board of director, executive team and key stakeholders of the organization. T-LOYD Consultants would like to appreciate support received from ESD head office and program coordination offices. We are also grateful to the government stakeholders mainly woreda and regional sector offices (education, women, children and youth, health, job creation and enterprise development, Finance and economy,) and communities.

## Executive Summary

As a community development organization, Education for Sustainable Development (ESD) was established in 2007 with the main focus on improving the situation of disadvantaged children and women. It was re-registered as an Ethiopian Residents' Charity Organization under the Civil Society Agency Proclamation 1113/2019 with a registration number 0259.

The fourth strategic plan of ESD has come at the critical juncture of the country in which various reforms on different sectors and the ongoing conflicts affect the living conditions of community specially women and children with adverse socio-economic problems. Even though the country has tracked progressive changes in economic growth and social services provision like education and health coverage, the recent changes observed in the politics and conflicts have posed challenges to maintain positive outputs of endeavors. Several changes have been made in the policy and procedures; ten years' development plan, education sector development plan, civil society proclamation, electrification program and other issues.

Through the development process of this strategic document, it had been able to review secondary data, conduct key informant interviews and focus group discussions to collate necessary information and data. It was lead and coordinated by the recruited consultant from T-LOYD Consulting Firm through the active engagement of executive and management team in terms of advising, setting and reviewing the strategic issues presented. The operational analyses of the organization were done with identification of strong areas like intensifying participatory approach of interventions, practice of social auditing and focus on girls and women benefiting could be mentioned priorly. In the other case, less utilization of media for sharing good lessons and consistent dependency on donor support are mentioned as limitations that need improvement. In terms of opportunity, the existence of good image from government and free of land availability for office and project works as well as dynamics of fund application could be mainly stated as per the analysis. From the aspect of threat, it was able to prioritized the issues of security & instability, economic crises, donor fatigue and high demand of target community for support influence the overall process of interventions. Stakeholder analysis was part of the assessment in terms of identifying key partners and target by mentioning their influence on the organization during the operation.

By changing the existing corporate identity of the organization, the aspire to see Ethiopia with empowered communities" and the commitment to create a bright future for children, youth, and women through an integrated community development approach were set as vision and mission respectively. Critical issues and strategic options as well as programmatic goals were identified from the analysis made and includes the following:

- **ESD structure, systems and policies:** change of name and logo, human resource development, more board engagement and continuous improvement in procedures

- **Resource Mobilization:** scan local fund-raising opportunities, focus on social franchise business schemes and
- **Strengthening publicity and information system as well as social auditing practices:** networking and advocacy, documentation and communication, share lessons and good practices
- **Program Development, Implementation and Quality Delivery:** focus on the following six programmatic areas
  - ❖ **Early child development**
  - ❖ **Women and girl's empowerment**
  - ❖ **Quality education**
  - ❖ **Youth skill development and job creation**
  - ❖ **Environment protection and renewable energy**
  - ❖ **Emergency response and recovery**

For each critical issues, strategic options are suggested and action plan has been drawn indicating the most urgent issues to be addressed in the consecutive years of the strategic plan. Monitoring and evaluation activities will be managed properly for continuous follow up of the interventions and checking its alignment with the stated results and outcomes. Sustainability issues will be addressed through aggressive resource mobilization works focusing on internal capacities besides to looking into optional funding from donors.

The cost estimates made to address the critical issues is amounted around 4.1 million ETB and the major program interventions will take 406 million ETB. In this strategic plan ESD management and staff are expected to show commitment to discharge their duties and go along with the operation and financial layouts to implement with all external and internal challenges and shortcomings.

## **PART I Introduction and Background Information**

### **1.1 Introduction**

Strategic planning is an organizational management activity that is used to set priorities, focus energy and resources, strengthen operations, and ensure that employees and other stakeholders are working toward common goals. It also helps to establish agreement around intended outcomes/results, assess and adjust the organization's direction, and making decisions on allocating its resources to pursue this strategy. It may also extend to control mechanisms for guiding the implementation of the strategy.

No organization exists in a static environment. The ESD working environment has been influenced by multiple factors. This strategic plan defines ESD's development direction for the coming five years that is from the year 2022 to 2026 and the planning task is very important at this point for the organization for the following reasons:

- Currently the government of Ethiopia designed various policies such 10 Year plan and other interrelated plans that would assist development intervention; hence; in order to have effective, efficient and sustainable outcomes a strategy that align with the existing framework is mandatory.
- The organization is highly interested to transform with the new organizational development scheme that align with the current dynamics of the sector
- Contextual situations of the country, priority diversion of funding partners to other top priority areas and nature of depending in unilateral donors are compelled to look into other options. Hence, a strategy that would lead internal resource mobilization is very crucial.
- The competitive environment and the need for new local fund-raising approach from different sources are apparent.

Thus, it is crucial to reshape and review its interventions, identity and strategies of actions by analyzing the internal and external environment as well as in light of current realities and future projections. Therefore, the fourth strategic plan of ESD presents what currently exists and where do want to reach through revising the identity position of the organization for bringing progressive results. It was developed through analyzing the contextual situations of the global and national determinate factors for its actions. Possible strategic directions and area of focus are indicated through referring the findings from the interviews of key stakeholders and assessment of existing documents of the organization. In due course of developing the Plan, it was able to scan the inner and outside constituencies that have directly or indirectly affect the ESD Strategic Plan 2022-2026, performance in terms of operations.



As part of the Plan, the SLOT analysis, PESTEL analysis, the critical issues, area of focus, theory of change, strategic directions and proposed action plan included in separate sections in organized and coherence manner.

## **1.2 The National Contexts**

Ethiopia has a highly diverse population of 115 million people: 49.62 percent are females and 50.38 percent are males (WB, 2020). Annual population growth is 2.6 percent. About 42 percent of Ethiopians are under 15 years of age. Eighty-three percent live in rural areas and depend on rainfed agriculture for their livelihoods (CSA, 2016). Agriculture is the mainstay of the Ethiopian economy, contributing 41.4% of the country's gross domestic product (GDP), 83.9% of the total exports, and 80% of all employment in the country (Matousa, Todob, & Mojoc, 2013). With the aspirations of to become low middle income by 2025, Ethiopia has invested heavily in infrastructure, agriculture, education, health, disaster risk management and safety nets. These investments have led to significant progress in economic and social development including increased life expectancy, reductions in income poverty and malnutrition, increased school enrolments and expanded access to health services, fresh water and improved sanitation. Despite these gains, however, major challenges remain high and still there. Eighty-seven percent of the population is "multidimensionally poor", suffering from some combination of food insecurity, insufficient access to adequate education and health services and inadequate employment opportunities.

Ethiopia has made progress in improving education, especially regarding formal education attendance and literacy rates. The measures of both gross and net enrolment in primary, secondary and tertiary education show a massive improvement in access to education. However, low levels of education quality and high drop-out rates, as well as gender and rural-urban disparities remain major challenges for the achievement of universal basic education and a smooth school-to-work transition. Despite improvements in school enrolment, there is a low transition rate from primary to secondary for both boys and girls, a by-product of factors such as high dropout rates across the primary cycle (less than 6 out of 10 learners complete primary education), and supply-side factors such as the much smaller number of secondary schools relative to primary schools in the country (ratio of 1:10), despite Ethiopia's young population and the significance of adolescents in national security, growth and development. There are persistent challenges that contribute to low student learning outcomes and the sub-optimal development of foundational and transferable skills that equip children to be productive members of society (MoF and UNICEF, 2019)

In the other case, the Country has made significant progress on the access to basic health facilities. Health, as part of the environment and social services, has recorded success marked by

the increased estimated healthy life expectancy at birth to 64.8 years in 2016 from as low as 45 years in 1990. However, different segments of people still face a number of health challenges, including inadequate access to sexual and reproductive health information/services, malnutrition, prevalence of HIV/AIDS, substance abuse (particularly Chat, tobacco, alcohol and drug use) and persistent gender inequalities. The health status of the country's population indicates that about 80% of diseases are attributable to preventable conditions related to infectious diseases, malnutrition; and personal and environmental hygiene. The adult HIV prevalence is 1.1% in 2016, more in female than male. The health of women, neonates and children are areas of major concern including gender-based violence and harmful traditional practices (WHO, 2018). Over the last decade, there have been noteworthy improvements on the labour market. Wages increased significantly. The unemployment rate for 2020 was 2.79%, a 0.75% increase from 2019. However, youth still face precarious conditions in the labour market. Almost three-quarters of youth earn below the average monthly wage, while the majority of employed young people work in the informal sector or as unpaid family workers (ILO, 2020).

All the challenges in education, health and other sectors are experienced differently among different population groups owing to gender and other systemic inequalities. Gender inequalities resulting from harmful traditional practices and structural and social discrimination contribute to poor health, nutrition, education and livelihood opportunities for women and girls. Compared with men and boys, women and girls are strongly disadvantaged in all sectors (UNDP, 2019). Women, children and youth in Ethiopia are living in a dynamic context where there have been strides in some development indicators. However, benefits do not yet extend to all individuals and groups within the country's borders. Children's access to resources is limited and they are vulnerable to exploitation and abuse. They have less access to quality education and prone with socio-economic shortfalls of the country. Women disproportionately bear the burden of poverty which is mainly a result of the gender-based division of labor and lack of access and control over resources. Women are responsible for all the household chores, in addition to the support they provide in agriculture and livestock production. The state of the environment and lack of appropriate technology increases the burden of women and decreases the opportunity for income generating activities and limits their participation in development sectors. Gender inequality is a major issue that needs to be considered in development process.

On the other hand, the current political instability and conflicts in some parts of the country exacerbate the socio-economic situations to be more deteriorate and humanitarian crises at the peak. It affects all development process and minimize the job opportunities for people since the economic sector does not attract additional investment as well as existing one discourage with the conflicts.

With the overall situations, there are community groups who suffer from the ill effects of poverty that need to have integrated interventions and multi-stakeholders' collaboration to bring the intended benefits and quality of life. Development is a complex process where sectors are inextricably interconnected. If one organization is a health focused one, there are good reasons to also work in education (as this is key to better health); there are good reasons to work on income security (as this affects health); there are good reasons to work on to apply integrated development approach.

### **1.3 Background Information of ESD and its Development Phases**

Education for Sustainable Development (ESD) is an Ethiopian Residents' Charity Organization established in 2007 and re-registered by the Federal Charities and Societies Agency in accordance with the 2009 CSO proclamation No.621/2009. and re-registered under the Civil Society Agency Proclamation 1113/2019 with a registration number 0259. ESD had been named as "Women in Action for Sustainable Empowerment-WASE" during its establishment. The foundation of ESD rests on the fact that child care and education in Ethiopia is underdeveloped, women in Ethiopia lack social and economic opportunities and have put them in a disadvantaged position at household, community and public arenas. Hence, ESD was established with the desire to improve the situation of disadvantaged children and women.

ESD has been working to address the need of children, women and youth as well as other communities to be empowered economically, socially and culturally to overcome the vicious circle of poverty and lead a dignified life. Mainly it focuses on the intervention of education, livelihood and entrepreneurship in partnership with institutions, donors and other stakeholders by bringing people, insight and resources together. The current thematic focuses of ESD are Child Development/Early Childhood Care and Education, Early Grades Primary Education, Women Empowerment and Youth Development and Employment, Environment Conservation and Renewable Energy. With these thematic focuses, ESD is actively involved in the efforts of improving the socioeconomic status of disadvantaged children, youth and women. As a pioneering organization with the initiative of early childhood education at country level, the achievements have been remarkable and improve the well being of children to have holistic development and become replicable by other development actors.

With the intent of having strategic plan for undertaking development activities in organized manner, ESD launched its first five year strategic in 2008 with the engagement of all stakeholders and able to be tracked with notable achievements and also challenges. Then after, the second strategic plan was developed and executed in the period of 2013-2016 by having good achievements. Through the ongoing interventions, ESD has able to create cordial partnership with local government that helps it to secure land and other technical and administrative support

from the government. For instance, ESD managed to construct class rooms, ECCE centers, libraries, vocational skills training centers at Debrebrhan and Hawasa towns and WASH infrastructures for the community on plots of land provided freely from the government.

### **First Phase: The phase of Emerging or Formation (2008 to 2012)**

In this early period, ESD was characterized by infancy stage in all its profile but striving to achieve community development program at lower level. Its capacity to convince many donors and solicit adequate fund was limited. In this period, efforts of individuals, particularly the founder and some board members were seen to be the only means to sustain the organization. The organization was not familiar to broader donors and many donors as well had no knowledge about ESD. As a result, it was not as such with diversified and reliable fund sources.

It started its first project with a budget of 0.5 million ETB and continued to implement mono-type projects for a total budget of 16,894,982 ETB throughout its 5 years period. The number of beneficiaries it reached in the 5 years was 15,927. Although it had a kind of strategic plan, the quality of the strategic plan was lacking clarity in defining clearly strategic objectives, sub objectives and theory of change. It also didn't put activity plan based on the strategic and sub strategic objectives and didn't also allocate budget for each strategic and sub strategic objectives. The number of staffs and their qualification were good by deploying the necessary professionals for project implementation but not with the expected number and diversity. It commenced its first project in Debrebrhan town with a budget of 500,000 ETB.

### **The phase of community-based development program (2013 to 2017):**

This period is characterized by introduction of child and women focused community-based development programs in contrary to the first phase. The first phase focused on basic education program and related projects only while in this period ESD learned that implementing community development program is the better methodology to bring holistic transformation in the community in general and to children and women in particular. As a result, diversified projects were designed and submitted to multi-donors. Although it still lacks clarity in the definition of strategic and sub strategic objectives and theory of change, the strategic plan document had shown some improvement in this period compared to the first one. In this period, the strategic objectives did not also have activity plan and the corresponding budget alike to the first one. The fund secured during this period had increased from 16,894,982 ETB in the first phase to 53,061,289 ETB in this phase. The number of beneficiaries in this period has also increased from 15,927 in the first phase to 97,604 in the second phase. The number and quality of staffs also increased remarkably in this period.

### **The period of interdependence/ partnership (2017 to 2021)**

The period is characterized by introduction of interdependence and partnership thinking in the organization. In this period ESD had established strong partnership with likeminded organization and exerted effort to develop concept-notes and project proposals in consortium with likeminded organizations. Therefore, in this period ESD gained new lesson that developing and implementing projects in partnership with other likeminded organization can make life easy, learn more from each other, share resources for the same goal and in general be efficient and more effective than working alone.

In this period, the strategic plan of ESD has also shown some improvement in having standard structure of ideal Strategic Plan Document. But it still lacks to define clearly, the alignment of the goal, strategic, sub strategic objectives and activities. The corresponding budget for each strategic objective had not been stipulated. The budget put in the SP was only a lumpsum prorated under the individual 5 years as program, administrative and SPM implementation budget. Despite this limitation, in the period, the fund secured during this period had increased from 53,061,289 ETB in the second phase to 108,175,702 ETB in this phase. The number of beneficiaries in this period has also increased from 97,604 in the second phase to 148,777 in the third phase. The number and quality of staffs also increased remarkably in this period.

### **The period of innovation and program alignment (2022 to 2026)**

As the time is dynamic and it is with a lot of natural calamities and conflict born perils (both globally & nationally), ESD is highly required to be innovative and self-reliant. Relying solely on donors' may not be advisable and productive. Therefore, it requires thinking creatively and looking further out of the box. In addition to this, as this notion, (thinking out of the box) requires sound system and strong programmatic structure, clear program alignment is indispensable. Therefore, learning from it's the last three phases; ESD has now given more emphasis for innovation and sound program alignment to be shown clearly in its theory of change so that staffs and other stakeholders can act according to the theory of change and the program alignment.

With regard to innovation, ESD intends to show innovation in its project development and fund raising, program and financial management. As a result, in this Strategic Plan, donors are not considered ESD's sole fund sources. Rather the SP has put various means to raise fund for ESD's benevolent activities. When writing project proposals, ESD believes that innovation should be its spice to win call for proposals.

To make its development agenda more salable, it prudently studied the existing PESTEL situation and scanning the national and global situation, it carefully designed its 6 strategic objectives or programs. More than ever, ESD has given more attention to its programs and selected them through its thorough analysis under topics "our competence", and "demand of the day". As a

result, it developed its new vision, mission, goal, strategic objectives/programs, sub objectives/projects and strategies innovatively.

Currently, it operates in the three regions; Amhara, Oromia and Sidama by having two program coordination Offices in Debre Berhan and Hawassa with a total of 65 staff to run the community focused development activities.

#### **1.4 Review of Previous Strategic Plan (2017-2021) Implementation and Key Achievements**

ESD has been implementing various development programs in the last five years based on the designed strategic plan for the benefit of the target community. Thematically, there are three areas; education, livelihood improvement and environment protection in which tremendous achievements have been recorded by lifting up of the target community basically women, children and youth. It has been realized with the concerted efforts of the management team, program coordination units, good collaboration of government stakeholders and the community at large though challenged with resource shortage in some years.

During the strategic period, new projects and initiatives have been launched and taken for giving response for decline status of organization progress through the aggressive works of the management team and other staff. It has brought with diversification of projects and raise large amount of fund to address the target community. Accordingly, major achievements are summarized as below.

##### **Key Achievements**

- Community structure established and taking actions for reversing the ill impacts of harmful traditional practices by having by-law that is endorsed and enacted in the society and local government bodies
- Girls' education participation increased due to the reduction of attrition rate and facilitating cordial environment for staying in school
- Women at the lower ladder empowered economically through promoting saving culture and engaging in IGA which in turn boos their social status in the community
- Collaborative actions with stakeholders maximized the synergy of actors for addressing real problems of target communities
- Social auditing practices enhanced the transparency and increased the trust among the community
- Community groups enabled to generate power for solving their problems with indigenous

- Needy youth benefited from the livelihood interventions of vocational training and able to become self-reliant with income and supporting family
- Institutions based capacity at the grass root level appreciated by the community for sustaining the actions
- Investment on child interventions brought changes for future prosperity of the nation
- Diversified partnership established for resource mobilization as well as for the sake of programmatic interventions

In the process of achieving remarkable results, various governmental and non-governmental organizations beside to the donors have contributed and taking the lion-share for bringing tangible outcomes and impactful results for the target community. Government structures at different levels have played crucial roles in terms of creating favorable environment and facilitating necessary supports for effective implementation of development project and programs. As a backbone of development interventions, it has been insurmountable without donors' contribution to change the lives of needy target community. Majorly, Swiss based civil society support organizations like Fondant Solidarity International (FSI), Medico Foundation, Sol Africa have imperative roles in terms of continuous financial and technical assistance through strategic funds and projects granting albeit challenging global crisis. In addition, donors from Netherlands like International Children Initiative (ICDI) and Kinderpostzegels (SKN) as well as from USA; the Malala Fund have contributed a lot in terms of granting projects.

In terms of addressing the direct and indirect target community, ESD has addressed more than 224,255 community members including children, youth and women & girls by improving their quality of life directly with various needs fulfillment in the previous strategic period. Whereas 897,020 community members have been indirectly benefited from the projects' interventions through its spillover effects.

### **1.5 The Strategic Planning Process/Methodology**

During the process of developing the strategic plan document, efforts have made to follow standard procedure of collecting and analyzing information through appropriate tools. In doing so, this SP is developed through using both primary and secondary data sources. Interview and discussions were made at different levels through using semi-structured interview guides and focus group discussions as well as meetings with management bodies, board members of the ESD and government institutions. Thorough analyses of important documents are vital in order to understand the current situation of the organization. Accordingly, it has been able to assess and refer the previous phase strategic document, audit & project reports, administrative manuals and other necessary documents as secondary source. In addition, documents of national directives,

policies, new CSO proclamation, international development organizations plans and previous strategic plans were analyzed and reviewed for the purpose of getting inputs for enriching the Plan. A qualitative tool developed for different groups including board, members and government body and able to gather information from informants. Training workshop also organized for stakeholder in order to increase understanding of SPM and got inputs to be incorporated into the strategic plan. In addition, site visits were conducted to crosscheck the information from interview and on the spot.

Through referring and consolidating the collating data and information from interviewees, formulation of strategic objectives, methods of implementation, relevant interventions, and other important specifics of implementation have thus been made being framed to give live for the document. A draft report was prepared and discussed at management meeting at which all staff members were present. After getting the necessary inputs from different bodies, it was finalized and submitted to the organization.



## PART II: ESD Operating Environment Analysis and its Implication

During the implementation process, ESD has been encountered with multiple factors that affect its fulfillment of intended objectives and missions. It can be internal or external; positive or negative determinants which affect the progress of the ESD endeavors in terms of supporting target communities and fulfilling their felt-needs. During the analyses, the organization's governance and leadership, projects execution performance, resource mobilization effectiveness, and visibility status among stakeholders both for government and partners are reviewed in order to indicate the strength, gaps observed, opportunities exists and possible threats that affect the effectiveness of the interventions. In addition, the operating environment of political, socio-economic, technological and legal aspects would be assessed in order to cross-check its alignment positively or negatively for the sake of developing risk management plan for proper handling. It includes the scenarios with other like-minded actors in terms of getting lessons and preparedness for collective actions.

### 2.1 SLOT (Strength, Limitation, Opportunities and Threat) Analysis

In this analysis, it can be used either as a tool for general analysis, or to look at how an organization might address a specific problems or challenges. The quality of information derived from using this tool depends on who is involved and how the process is managed. The development of this strategic plan has been informed by an intensive internal and external analysis and consultative discussions with staff of ESD and other key stakeholders. Based on the examination of the internal situations of ESD through analyzing the governance, operational and functional systems of the organization, it has been able to indicate the overall situations in briefly and precisely manner. It couples with the analysis of external factors directly or indirectly affects the performance of the organization. ESD as growing organization might manifest the analysis factors in different parameters. In the analysis, the issues of what makes strong, the limitation observed and opportunities scanned and threats observed during the interventions in the coming five years. It is presented as follows in summarized and systematical ways.

**Table 1: SLOT Analysis matrix**

Internal factors	
<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>➤ Being transparent in facilitation of development activities</li> <li>➤ Participatory implementation of project activities</li> <li>➤ Empowerment of women to solve their problems by themselves</li> </ul>	<p><b>Limitations</b></p> <ul style="list-style-type: none"> <li>○ Unable to address the interest of individual entrepreneurs with specialized business types</li> <li>○ Mismatch between group need and materials provision</li> <li>○ Unable to magnify good practices for lessons</li> </ul>

<b>P O S I T I V E</b>	<ul style="list-style-type: none"> <li>➤ Good understanding of stakeholders with due respect and working closely</li> <li>➤ Commitment of staff</li> <li>➤ Focusing on girls/women (70%)</li> <li>➤ Comprehensive/holistic approach with need-based approach for targets</li> <li>➤ Good governance structure and policies</li> <li>➤ Community based interventions at grass-root level</li> <li>➤ Public private partnership with linkage and networking</li> <li>➤ Flexibility in collaboration and lobbying works with partners</li> <li>➤ Follow up and monitoring mechanisms for youth after training</li> <li>➤ Quality training provision in depth and with owned institution (70% practical sessions)</li> <li>➤ Give priorities of government in interventions like unemployment</li> <li>➤ Project monitoring and evaluation by government bodies participation</li> <li>➤ Empowering government bodies to sustain project interventions</li> <li>➤ Provision of support in-kind instead of cash</li> <li>➤ Focusing on mind changing interventions</li> <li>➤ Social audit practicing</li> </ul>	<ul style="list-style-type: none"> <li>○ Less coverage for new emerging business areas (agro- industry)</li> <li>○ Less media utilization for promotion and advocacy works</li> <li>○ Less staff retention capacity</li> <li>○ Inexistence of some essential polices/procedures like M&amp;E, advocacy</li> <li>○ Outdated and uncontextualized HR/FRM</li> <li>○ Limited staff capacity building program</li> <li>○ Undefined programmatic intervention areas</li> <li>○ Absence of OCAT practice</li> <li>○ Donor dependency</li> <li>○ Loan reimbursement problem</li> <li>○ Less coverage of target kebele</li> <li>○ Low incentives/motivation mechanisms</li> <li>○ Irregular consultation meeting with the stakeholders for follow up and impact assessment works</li> <li>○ Less amount of revolving fund for grouped youth and women</li> <li>○ Weak systematic fund-raising approaches</li> </ul>	<b>N E G A T I V E</b>
	<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>➤ Securing fund through consortium application become common phenomenon</li> <li>➤ Civil society proclamation changes promote advocacy works</li> <li>➤ Existence of supportive polices and encouraging system from government</li> <li>➤ Good image from government</li> <li>➤ Rent free office and training centers</li> <li>➤ Skilled manpower at government offices relatively for supporting project implementation</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>❖ Economic crisis at different levels may limit funding sources</li> <li>❖ Unstable situations for running actions consecutively</li> <li>❖ Impact of the pandemic for extended interventions</li> <li>❖ Increasing competition for donors' resources</li> <li>❖ Donor fatigue</li> <li>❖ Increasing demand versus declining resource base</li> <li>❖ Rising national inflation and weak purchasing power of local currency</li> </ul>	

		<ul style="list-style-type: none"> <li>❖ Limited commitment and unable to get the right beneficiaries (target)</li> <li>❖ Target need for selecting job instead of engaging in group business</li> <li>❖ Limited working space availability</li> </ul>	
<b>External factors</b>			

**2.2 Political, Economic, Social, Technological, Environmental and Legal (PESTEL) Analyses**

At the global and national levels, there are different policies and laws developed in the recent years for the purpose of facilitating development activities with the participation of all actors for bringing changes in the life of citizens. Importantly, it gives direction and compels all development actors to align their programmatic interventions according to the policies and legal frameworks for having complementing actions. Cognizant to this, ESD’s operation is influenced in terms of running the development activities with the intent of national plans and global interest for getting the expected support. With the consideration of the existing policies, development plans and programs are already adapted in the intervention of the organizations, the recent one back five years is reviewed and presented as below:

**2.2.1 Political Situations and its Impact**

In the last five years, the country had gone with various political ups and down that affect the overall process of development. The political environment is undergoing a period of radical transformation with the new regime starting from April 2018 and launched a vast programme of political reforms. Since the second half of 2019, however, these reforms seem to have affected by various constraints with the onset of violence with the Northern Ethiopia with the action of legal assurance and later on changed to nation surviving (Freedom house, 2021). As a direct result, thousands of people have been killed and millions displaced. There is no clear cut of the violence and war in the northern part since conflicts are emerged sporadically and large number of people displace from their residential areas.

Majorly, the current political situations and its fluidity make governmental structures not to deal with development works instead play roles in terms of reversing the pressure of political situation from different angles. The existence of collaboration and partnership for common objectives become affected and the capacity of government to support development actors challenged due to political reasons or fragile or weak systems. The hidden corruption and impediment of laws cause civil society organizations to be desperate and less interested to operate with full capacity. Political influence makes civil society to focus on humanitarian actions and rehabilitation rather than development works. As a result, it is vital to consider mitigation strategies and understand

possible unforeseen situations in the operation of development works through the surging of pressures from Western and obstacles of political fragility.

### **2.2.2 Economical aspects assessment and its implication for the civil society**

Over the past 15 years, Ethiopia has been among the fastest growing countries in the world (at an average of 10 percent per year). Among other factors, growth was led by capital accumulation, in particular through public infrastructure investments. The consistently high economic growth between 2010 and 2020 resulted in positive trends in poverty reduction in both urban and rural areas. The share of the population living below the national poverty line decreased from 30 percent in 2011 to 24 percent in 2016 and human development indicators improved over time (WB, 2020).

However, the current internal conflict has been taking a heavy economic toll. The high cost of the war imposed a heavy burden on the economy especially after stagnation hit all the world's economies because of the Covid-19 pandemic. As a result, international institutions lowered their estimates for Ethiopia's economic growth to 2 per cent for 2021, from 6 per cent in the previous year, according to the World Bank. The real gross domestic product (GDP) growth averaged 10.9% in 2004-2014, driven by economic reforms. This made Ethiopia a model for economic recovery in Africa and one of Africa's fastest growing economies up to 2019. No doubt, the political and security developments caused a fast-paced economic deterioration that not only slowed down the economic growth, but has also reflected in the domestic and foreign performance indices and led to a deterioration of the living standards of the community.

Despite a lack of data on the direct economic cost of the ongoing war and conflicts, the implications on the economy can be laid out with the manifestation of budget drainage due too military focus, slowing economic growth with its effect on agriculture, mining and manufacturing. Soaring inflation, lowering the exchange rate of Birr and fleeing of foreign investment have direct impact on the economy. On the other hand, the existence of declining exports, defaulting on debt, suspension of international aid has created burden on development projects to be ceased and increase the unemployment situations. Consequently, the economic worsening has huge impacts human development, food security, inflation rates, employment, health and education and complicates an already worsening refugee crisis. In such scenario, the importance of civil society actors is irreplaceable in terms of stabilizing the community living to some extent and it is expected from them to shift a focus on mixing the approaches of development within the rehabilitation and development.

### **2.2.3 Contexts of socio-cultural landscape**

As one of the least developed countries in the world, Ethiopia is faced with many social and economic problems. The society are suffering from the lack of basic needs of life, such as food,

health care, housing, education, safe and healthy environment. The Country's rapid population growth also presents great problems for a nation struggling to be self-sufficient in food. Demographic changes occurring within the country have a direct bearing on different societal groups. The population is growing by 2.5% each year and approximately 45% of the population is below the ages of 18 (WB, 2020). This growth is largely spurred by high fertility in rural areas and among the poorest women (each, on average, having more than five children). Urbanization is another demographic phenomenon that will shape the country's development path. The current urbanization rate of 21 per cent is projected to increase to 31 per cent by 2037, driven largely by rural-urban migration. Out of-school adolescent girls constitute one of the largest groups of internal migrants, and they are highly vulnerable to adverse outcomes, such as poor livelihoods, exploitation and abuse.

The current conflict in the country has multiple impacts on the society integration and worsen the living condition of the society accompanied by large population displacement. It has significant consequence on the lives of society specially women and children due to their less capacity. Humanitarian situation has become in dare which need coordinated actions.

On the other hand, the accelerating urbanization and globalization trend need to be seen with cautious since it has diverse effects on the societal situation. It brings change of life style and become source of social evils due to erosion of social values and norms.

#### **2.2.4 Legal and Policy Environment**

Though the country has undergone with various changes in socio-economic and political situation, there are efforts made to lead development actions in systematic and organized manner. As a result, policy, procedures and regulation on different sectors have been introduced for facilitating the development process of the country. On the below analysis, the main issues related with the interventions of ESD are indicated for the purpose of aligning planning and operational integration.

##### **a. Ethiopia's Ten-Years Development Plan**

The Country has passed through various development programs and plans in order to facilitate the growth and development of the nation. In 2019, the new ten-years development plan, which is in with the Home-grown economic reform Agenda of the country, is a successor to the country's five-year Growth and Transformation Plan GTP II. It has a motto of an African Beacon of Prosperity which would run from 2021 to 2029/30. Ethiopia used to have development plans for a maximum duration of five years. The ten-year plan has taken in to account the strengths and weakness of previous plan, the nation's vision for 2030, national policies and strategies and the commitment to global sustainable development goal.

The plan focuses on agriculture, manufacturing, mining, tourism, urban development, innovation and technology as crucial development sectors. The energy sector is also given due emphasis as

it sets ambitious targets for cross-cutting energy needs across all sectors of the economy. The development plan will also focus on women and youth and aim to ensure the leadership of the private sector in the economy. The new plan envisages the continuation of the rapid economic growth that has already been registered over the last decade and a half. Accordingly, in the new plan, the economy envisages an average annual economic growth of 10.2%, while the per capita income is expected to increase by 8.2% each year to reach USD 2,220 by 2030. Regarding poverty reduction and unemployment, the poverty line for the current 19% to 7% in 2030 and a reduction in the unemployment rate of urban areas by less than 9 %. The plan also foresees for universal access to clean drinking water and electricity by 2030 (NPDC, 2020).

The new development plan identifies four critical gaps that need to be addressed for the successful implementation of the development target set. The first is the macroeconomic imbalances, which include high inflation, unemployment, high levels of indebtedness and foreign exchange deficit. The second concerns the country's economic vulnerability to externally induced shocks such as the COVID-19 pandemic, climate change, extreme weather events and desert locus infestation. The third challenge is also linked to the lack of infrastructure, and the fourth one that new plan intends to address is linked to low quality services in the health and education sectors. Though various cope up mechanism suggested, the core one focuses on bringing the attitudinal change that has long entrenched in a battle in fighting poverty to the idea of aspiring for prosperity.

In order to ensure the successful implementation of the new development plan, the GoE outlined a monitoring and evaluation system that facilitate implementation follow up, enhance transparency and accountability at all levels.

## **b. CSO Proclamation**

On March 12, 2019, the government of Ethiopia enacted a new law on civil society organizations (CSOs), the Organization of Civil Societies Proclamation No. 1113/2019 (CSO Proclamation). The CSO Proclamation replaces the Proclamation of Charities and Societies No. 621/2009 (2009 Proclamation). Under the CSO Proclamation, directives and regulations issued in relation to the 2009 Proclamation will remain in effect for one year, to the extent that they do not conflict with the provisions of the CSO Proclamation.

The new Organizations of Civil Societies Proclamation No. 1113/2019 (hereinafter called CSP/2019) changed most of the restrictive rules of the CSP/2009. It divides CSOs only into two groups, namely *local* and *foreign*. Local CSOs are organizations formed according to Ethiopian laws, either by Ethiopians or foreigners who reside in Ethiopia or both. Foreign CSOs are organization formed according to the laws of another country and registered to operate in Ethiopia. The CSP/2019 abolished the 10% rule on funding enabling CSOs to raise funds from any lawful source without requesting approval from the Agency. Furthermore, it explicitly provides

the right for all organizations to engage in any lawful activity to accomplish their objectives. The law calls on all CSOs to contribute to the democratization process and promoting the rights of their members. However, foreign organizations and indigenous organizations established by foreign citizens who reside in Ethiopia, may not lobby or influence political parties, nor may they engage in voter education or electoral observation, unless otherwise allowed by other law. Although the new CSP/2019 renamed the Agency as Civil Society Organizations Agency, it still oversees the registration and reporting of CSOs. However, its power has been significantly limited. The new law sets time limits on the administrative duties of the Agency and CSOs can now challenge the decisions of the Agency, which was not allowed under the CSP/2009.

### **c. Education Sector Development Plan VI**

The Education and Training Policy of 1994 has, to date, been the inspiration for five medium-term Education Sector Development Programmes (ESDP). ESDP VI is the six medium-term plan which serves as the central strategy document for educational development in Ethiopia from 2020/21 to 2024/25. Managing the massive investment that is necessary to support education for an expanding population is not easy. Strong leadership and direction, and effective cooperation and communication across all education levels and amongst ministries in multi-sectoral efforts, are essential.

The priorities of the education and training system in Ethiopia are to:

- Provide equal opportunities and participation for all, with special attention to disadvantaged groups;
- Deliver quality education that meets the diverse learning needs of all children, youth and adults;
- Develop competent citizens who contribute to social, economic, political and cultural development through creation and transfer of knowledge and technology;
- Promote effective leadership, management and governance at all levels in order to achieve educational goals by mobilizing and using resources efficiently;
- Assist children, youth and adults to share common values and experiences and to embrace diversity

Six priority programs have been selected for ESDP VI. Priority programs are guided by educational levels and themes and reflect the objectives and strategies for the whole sector – from pre-primary to tertiary education. Given the scale of general education, two priority programs are included. The first focuses on quality; the second focuses on access, equity and internal efficiency. For the other levels, these quality, access, equity and efficiency concerns are dealt with together. In addition, given its importance to the implementation of the plan, a priority program for management issues is presented. The priority programs are: capacity development for improved management, general education: quality, general education: access, equity and

internal efficiency, adult and non-formal education, technical and vocational education and training and higher education.

The education system faces a number of challenges which are not limited to one sub-sector – such as primary or higher education – but are present throughout the system, in most, if not all, sub-sectors. They relate to the following cross-cutting issues: Gender; Special needs and inclusive education; HIV/ AIDS; Education in emergencies; School health and nutrition; Drug and substance abuse prevention; Water, sanitation and hygiene.

#### **d. Education Development Road map**

Over the last few years, Ethiopia has embarked on an ambitious reform process to ensure the sustainability of its economic growth and development. Among these reforms, education has been a foremost priority for the Government. Though the concept of reforming the education sector had been a topic of discussion prior to the new government, these reforms were initiated in earnest just over a year ago in 2018. As a starting point for the reforms, the Government accepted that previous attempts at educational reform had yielded mixed results.

Previously, the Government had pursued successive sectoral development programs which helped facilitate greater educational access for the country's children and young people through the rapid expansion of infrastructure. As a result, in a fifteen-year span, impressive gains were made in the construction of new primary and secondary schools, universities and TVET institutes. However, when delving further into the data, the team tasked with developing the country's new educational development roadmap found that the rapid expansion of infrastructure had not led to the expected improvements in learning outcomes for pupils. Evidence of this deficit was clear when comparing performance data from Ethiopian pupils with their counterparts in other low and middle-income countries. Moreover, this attainment gap left a question mark over the country's ambitions to rapidly industrialize – plans, which were ultimately predicated on the ready availability of skilled graduate-labor to fuel a dynamic manufacturing sector.

According to the draft document, the Roadmap was prepared with the purpose of:

- fostering holistic development in all citizens
- equipping citizens with confidence and competence
- promoting critical thinking
- producing competent professionals to compete effectively with their counterparts in the global marketplace
- spurring entrepreneurship and innovation within a framework of social responsibility, and



- building a citizenry with strong ethical and moral values based on the pursuit of justice, peace and unity in diversity.

More specifically, the roadmap recommends a fundamental shift in the way that education is administered and practiced in the country, calling for an educational system founded on indigenous knowledge that is supportive to national development goals and encouraging of civic engagement.

#### **e. National Electrification Program**

The Government of Ethiopia launched the National Electrification Program (NEP), that represents the action plan for achieving universal electricity access nationwide by 2025, in a strategic and comprehensive as well as efficient and transparent manner, for the benefit of all its citizens. By 2025, 65 percent of access provision is targeted with grid solutions and 35 percent with off-grid technologies (solar off-grid and mini-grids). While the Ethiopian Electric Utility (EEU) will be the primary implementing agent for the grid program, off-grid scale-up will see the coordination and partnership of public and private efforts. By the end of 2018, through Government supported initiatives and private sector involvement, about 2.2 million off-grid connections—corresponding to 11 percent of access in the country—have been made (MoWIE, 2019).

Development of alternative energy from renewable sources such as wind, geothermal, solar, biomass as well as energy efficiency measures are the key part of Ethiopia’s energy mix and integrated with the country’s new Climate Resilient Green Economy (CRGE) Strategy, which has the ambitious objective of a transforming Ethiopia into climate resilient green economy by 2025. The Tens Year Plan and the CRGE – as well as other national development plans – are explicitly focused on addressing issues of energy access, quality of supply and productive energy use in the context of new energy policies and planning. In terms of low-carbon of the CRGE strategy and addressing the GoE’s broader structural concerns regarding energy access and productive energy use, it particularly deals with rural communities focusing on women and girls. Tackling the access challenge with the coordinated deployment of all technology options allows the achievement of three important goals for the nation: (i) balancing efficiency and equity in access delivery, (ii) maximizing the reach of the electrification program while minimizing the time required for all Ethiopians to have access to electricity services, and (iii) supporting economic growth and human development.

#### **2.2.5 Legal and Policy Environment Implications for ESD**

From the analysis of policy and legal environment, it is important to pinpoint critical issues that ESD has to give due emphasis for its endeavor of contributing to national development goals. The

Ten Years Plan has reiterated the importance of addressing low-income groups and vulnerable societies from GTP II with comprehensive and integrated approach of development intervention. Mainly, the Plan promotes the contribution of development actors specially in the new emerging sectors like energy, business initiative of social franchise and income generating activities. It is also referred from CSO proclamation. Educations is a key weapon for tackling poverty in which access and quality issues need to strengthen for more achievement of having educated citizens. As a result, both the road map and ESDP VI have expected to align the programmatic interventions of addressing needy children and other community groups in terms of accessing and improving quality of the education.

In the same vein, the energy sector legal environment promotes the intervention of alternative source of solar energy for needy target community and ESD needs to take actions by improving its means of energy for needy groups and source of livelihood for young people. Referring to the CSO law, it gives an opportunity for establishing income generating wing of organization in addition to the social charity activities. The business entity can be envisioned from the internal capacity and expand to other likeminded organization by being source of inputs and supply of projects components.

In the summary of the overall political, economic, social, technological, environmental and legal situations, it is summarized as below.

**Table 2: PESTEL Analysis matrix**

Theme	Identified Issues/driving force	Implication for ESD
P O L I T I C A L	<ul style="list-style-type: none"> <li>• Taxation system</li> <li>• New legislation of CSO</li> <li>• Stability and security</li> <li>• Structural change among the government bodies</li> <li>• Agenda 2030 and SDG</li> <li>• Social franchise approach of donation</li> </ul>	<ul style="list-style-type: none"> <li>✓ Align intervention with government strategies</li> <li>✓ Make resource centers to engage in IGA by having feasibility study</li> <li>✓ Closely work with ministerial office and policy makers</li> <li>✓ Keep with donor compliance and empower staff</li> </ul>
E C O N O M I C	<ul style="list-style-type: none"> <li>❖ Market inflation and devaluation of local currency</li> <li>❖ Incremental of economic integration</li> <li>❖ High rate of unemployment</li> <li>❖ Income disparity among citizens</li> <li>❖ Business types for youth engagement in group IGA become increased</li> </ul>	<ul style="list-style-type: none"> <li>❖ Strengthen value of money principle</li> <li>❖ Utilize the domestic corporate social responsibilities of companies' access</li> <li>❖ Focus on livelihood improvement interventions</li> <li>❖ Motivate youth to have interest for emerging business by adapting it</li> </ul>

	❖ Data generation among youth IGA become with name instead of count report	❖ Follow up
<b>Socio-cultural</b>	<ul style="list-style-type: none"> <li>▪ Change of living style</li> <li>▪ Globalization effect and social media</li> <li>▪ Displacement of society and disintegration</li> <li>▪ Increasing urbanization and poverty</li> </ul>	<ul style="list-style-type: none"> <li>▪ Need to adjust target community by increasing consciousness and adaptive capacity</li> <li>▪ Utilize social media for positive spillover effects</li> <li>▪ Work on social cohesion activities</li> <li>▪ Work on integrated approach to livelihood opportunities</li> </ul>
<b>Technological</b>	<ul style="list-style-type: none"> <li>➤ Availability of advanced technological tools and equipment</li> <li>➤ Diffusion of communication technologies rapidly</li> <li>➤ Media opportunities</li> </ul>	<ul style="list-style-type: none"> <li>✚ Adapt to technologies for easy access of target</li> <li>✚ Use media opportunities for information dissemination</li> <li>✚</li> </ul>
<b>Environmental</b>	<ul style="list-style-type: none"> <li>▪ Adversity of climate change makes burden on human life</li> <li>▪ Environmental pollution</li> <li>▪</li> </ul>	<ul style="list-style-type: none"> <li>▪ Strengthen environment protection with diversified interventions</li> <li>▪ Intervene through environment friendly manner</li> </ul>
<b>Legal</b>	<ul style="list-style-type: none"> <li>✚ Ten years plan</li> <li>✚ ESDP VI</li> <li>✚ Civil society organization proclamation</li> <li>✚ National policies like education, health, gender and HIV/AIDS</li> <li>✚ Collateral procedure in job creation and employment sector</li> </ul>	<ul style="list-style-type: none"> <li>✚ Need to align the operational plan with national development plan and sectoral plan</li> <li>✚ Need to identify the opportunities for collaboration</li> <li>✚ Expanding service access through the existing legal framework</li> <li>✚ Empower stakeholders to actively use the legal opportunities for improved services</li> </ul>

### 2.3 Stakeholder Analysis

Stakeholders are the key factors that determine the success of the organization performance towards achieving stated goals. The primary stakeholders are the direct beneficiaries of the organization and other bodies who are working closely with the projects' activities. In the other case, secondary stakeholders are those who have implications for organization directly and

indirectly. They have both positive and negative roles in affecting the performance of operation with respect to the nature of projects.

ESD is relatively dependent on few similar donor partners for long period of time. There may be several risk factors when an organization is dependent on limited donors for long period of time without diversification. However, the development of progressive SP may become an opportunity for attracting new donor domains. ESD recognizes the important role of stakeholders in carrying out its project activities. The organization has been continuously working on stakeholders mapping to identify and determine its' relationship with all concerned. It is not difficult to judge that ESD has close interaction and working relationship with its stakeholders and closely knows their characteristics. It was also learned that the organization actively and continuously engage its stakeholders in activities that require their involvement.

**Target Community:** Women, children and youth as well as the larger community

**Government Bodies:** Women, children and youth affairs, Education, Health, Agriculture, Economic and Finance, Job creation and Enterprise, Trade and Business Development, Animal Husbandry and Fisheries, Cooperative, Women Development Army, Water and Irrigation and Kebele Committee.

**Likeminded Organizations:** MCMDO, Save the Children, SOS Sahel Ethiopia, Three D, DORCAS AID, Ground for Health, AJUJA, People In Need, Chesire, DOT, AMREF, EDA, JeCCDO

**Private Business Organizations:** Omo Microfinance, ACSI, Selam Business,

**Table 3: Stakeholder analysis**

Area of Collaboration and Expectation	Likely reaction and impact if the expectations are not met	ESD's Response	Degree of Impact
<b>a. Target community</b>			
<ul style="list-style-type: none"> <li>• Technology, knowledge and skill transfer</li> <li>• Participation in all project cycle management</li> <li>• Institutionalize the existing fragmented support</li> <li>• Social service Development</li> <li>• Transparent &amp; accountable service provision</li> </ul>	<ul style="list-style-type: none"> <li>• Difficult to attain the project goal and objective</li> <li>• Loose trust on the commission</li> <li>• Sustainability problem</li> <li>• Loose participation and sense of ownership</li> <li>• Fund Scarcity</li> </ul>	<ul style="list-style-type: none"> <li>• Active participation</li> <li>• Contribution in cash, local material and labor</li> <li>• Shared accountability</li> <li>• Replication of outcomes</li> <li>• Sustainable fund allocation</li> </ul>	<b>High</b>
<b>b. Donors</b>			

<ul style="list-style-type: none"> <li>• Standard and quality proposal based on its requirements</li> <li>• Establish consortium approach</li> <li>• Implement programs/projects as agreed and expected standard</li> <li>• Fulfill partner’s requirements (report, audit, procurement, etc.)</li> <li>• Transparency &amp; accountability</li> <li>• Avoid duplication of efforts</li> <li>• Outcome/ impact from the project</li> </ul>	<ul style="list-style-type: none"> <li>• Loose trust</li> <li>• minimize or quit funding</li> <li>• Revise agreement</li> <li>• question the partnership</li> <li>• affects related partners</li> <li>• Affect the reputation of ESD</li> </ul>	<ul style="list-style-type: none"> <li>• Increase the level of partnership</li> <li>• Transparency and accountability</li> <li>• Immediate response for the proposals submitted</li> <li>• Share experiences of other organizations</li> <li>• Joint monitoring and evaluation</li> <li>• Feedback from the monitoring reports</li> <li>• Budget flexibility</li> <li>• Timely report with quality and standard</li> <li>• Address our concerns properly (admin cost, price escalation, community needs,</li> <li>• Value partnership (partnership shall be should be in mutual respect)</li> </ul>	<p><b>Very high</b></p>
<p><b>c. Government bodies</b></p>			
<ul style="list-style-type: none"> <li>• Collaborate for GO and NGO regular meetings</li> <li>• Capacity building, share experiences and exposure visit</li> <li>• Joint plan, M&amp;E and timely report provision</li> <li>• Implement programs as per the agreed program document</li> <li>• Operate with the existing rule and regulation of CSO proclamation</li> <li>• Ensure the benefit of the communities</li> <li>• Transparency and Accountability</li> <li>• Quality work with sustainability</li> </ul>	<ul style="list-style-type: none"> <li>• Loose trust</li> <li>• Decrease collaboration</li> <li>• Instability and quality problem</li> <li>• Block the operation</li> </ul>	<ul style="list-style-type: none"> <li>• Collaboration</li> <li>• Act as agreed</li> <li>• Timely responding</li> <li>• Mobilize the community</li> <li>• Technical assistance</li> <li>• Create conducive working environment</li> <li>• Provide necessary data useful for the community</li> </ul>	<p><b>High</b></p>

<b>d. Likeminded Organizations</b>			
<ul style="list-style-type: none"> <li>• Networking and establishing consortium</li> <li>• Experience sharing</li> <li>• Information exchange on polices and implementation modalities</li> <li>• Work in collaboration especially on complementary interventions</li> <li>• Avoid duplication of efforts</li> </ul>	<ul style="list-style-type: none"> <li>• Decrease collaboration</li> <li>• Loose trust</li> <li>• Wastage of resources</li> </ul>	<ul style="list-style-type: none"> <li>• Strengthen networking</li> <li>• Share lessons and participate in events</li> <li>• Complementing in intervention of projects</li> </ul>	<b>Low</b>
<b>e. Private Sector</b>			
<ul style="list-style-type: none"> <li>• Linkage with youth apprentice and employment</li> <li>• Training programs for outsource package</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• Less interest to accept youth</li> <li>• Limited training opportunity and employment for youth</li> </ul>	<ul style="list-style-type: none"> <li>• Make MoU with the private sector</li> <li>• Promote corporate social responsibility among them</li> </ul>	<b>Medium</b>

## **PART III: Strategic Identity/Future Directions**

The importance of organizational identity determines its existence for enduring and working towards addressing targets need. From the previous term of SP, there are major shifts in formulating and designing future directions of ESD for the next five years (2022-2026) for better reflection on the fundamental purpose of its existence and the future directions that the organization intends to move towards.

### **3.1 Vision**

- “ESD aspire to see Ethiopia with empowered communities”.

### **3.2 Mission**

- ESD is committed to create a bright future for children, youth, and women through an integrated community development approach.

### **3.3 Core Values and Principles**

During the operational process of the organization, ESD action is determined by considering the following core values and principles for upholding the rights of target community specifically children, youth and women.

- Meaningful Participation: make all stakeholders to have key roles in the process
- Stakeholders Engagement: Engage stakeholders in all levels of project cycle management
- Cooperation: show willingness to play roles for common agendas with stakeholders
- Integrity: maintaining strong ethical base in accountable and transparent manner
- Partnership: create synergy with like-minded organizations
- Gender Responsive: Make gender issues to be addressed in the intervention
- Innovation: apply new ways of doing for better operations and to the end of targets
- Stewardship: safe-guarding of resources on behalf of those it serves
- Continuous Self-Assessment: ESD believes in conducting self-organizational assessment for betterment

### **3.4 ESD’s Theory of Change**

A theory of change explains how activities are understood to produce a series of results that contribute to achieving the final intended impacts. It can be developed for any level of intervention – an event, a project, a program, a policy, a strategy or an organization. In essence, an organization’s Theory of Change describes how it believes it makes a difference. In the case of ESD, it has been organized by stating the problems and expected impact to address through the ongoing interventions. The change factors and values with the main strategies to solve the problems presented in logical coherence to bring the outcome (see the annex 1 for the detail).

Relating to the theory of change, ESD has to show dynamism in terms of applying the models and approaches of interventions in which the need and right based approaches of development interventions have been implemented through the role of involving different groups of society. However, it is also vital to transform to human rights approach for addressing people in humanitarian needs and emergencies situations through creating access for all social services. The inter linkage among the five pillars of intervention will lead to the achievement of the stated mission and contributes for goal attainment.

The theory of change for this SP period will present in the annex.

### **3.5 Strategic Goal, Objective and Programmatic Intervention Areas**

For the purpose of progressing towards the vision and accomplishing mission of the organization, it is crucial to identify core programmatic areas and need to identify the goal intends to contribute at broader level for fulfilling the needs of specific target community and society in general. There need to have coherence or link between the specific activities executed at the grass root level to the next level of results, outcome and impact which shows the objectives and goal statements.

#### **3.5.1 Core Programmatic Goal:**

To contribute to the national endeavor of empowering the youth, children and women to be self-reliant

#### **3.5.2 Core Programmatic Intervention Areas**

##### **Programmatic area 1: Early Child development**

- Early Childhood Care and Education
- Child rights and protection
- WASH facility development
- Pedagogical center development

##### **Programmatic area 2: Girls and women empowerment**

- Livelihood initiatives
- Youth sexual and reproductive health
- Leadership development

##### **Programmatic area 3: Education development**

- Primary education focusing on quality improvement
- Inter cultural education



- ICT for education

#### **Programmatic area 4: Youth Skills development and Job creation**

- Entrepreneurship development
- Technical and Vocational Education and Training
- Leadership development

#### **Programmatic area 5: Environment protection and Renewable energy**

- Green livelihood
- Solar and biogas development
- Climate change resilience

#### **Programmatic area 6: Emergency response and Resilience**

- Humanitarian service
- Rehabilitation/social service
- Peace and stability development

### **3.5.3 Strategic Objectives**

#### **A. Strategic Objectives: Organizational Development and Sustainability**

- Strengthen its governance, human resource, financial management and operational systems
- Expansion and intensification of programmatic interventions with the need of the community
- Advocacy and promotion work for the rights of target as well as organization image respectively
- Increase budget allocation and sustainable resource base
- Strengthen the program quality and delivery

#### **B. Strategic Objectives: Programmatic Issues**

- Build a strong foundation for lifelong physical, emotional, social & mental health that enhances readiness to succeed at school
- Empower disadvantaged adolescent girls and women for better livelihood opportunity and healthy life options
- Support schools become child friendly, culture and gender responsive, inclusive and technology integrated environment
- Enhance vocational, entrepreneurship, business, and life skills for disadvantaged youths and link them with lucrative job opportunities
- Promote climate change adoptability, environmental protection and renewable energy to impact positively the livelihoods of rural community members

- Reduce vulnerability and risks of emergency affected people through humanitarian response program

### **3.6 Target Groups and Intervention Areas**

With its projects' interventions and the benefits of development works, ESD targets the community groups who found in different contexts and in need of support for sustaining life as well as improving living conditions. It includes the following list:

- Disadvantaged children, youth, women
- School dropout and unemployed and, or underemployed youth
- Disadvantaged school girls
- Disadvantaged, adolescent girls and women
- Immigrants' youth from Arab and other countries
- Internally displaced communities (natural and human-made calamities affected communities)

It continues to work in the following operational areas and recommended to add one more region to expand the accessibility of community development works for hard-to-reach areas.

- Addis Ababa City Administration; selective sub cities
- Amhara region: North Shoa, South Wollo and other needy zones
- South Nation Nationalities People Region/SNNPR/
- Sidama region; Hawassa Zuriya, Dara and other needy districts

## **PART IV: Strategic/Critical Issues and its Analysis**

In due course of implementing this strategic plan, ESD may be challenged by the issues that determine its effectiveness and performance for realizing the intended objectives' execution and its contribution for goal achievement. Some of the problems are long-standing problems in the organization, or recent events which are anticipated to have a significant impact on the organization and/or people served. It might be impediment (obstacle) that must be overcome in order for the organization to meet its goals – i.e., problems to be solved but not through quick fix.

The analysis and review exercise during the strategic planning process have identified the following key issues in order to shape the organization's focus for the next 5 years. These issues have been looked into two basic concepts of our purpose. The first and foremost key issues identified are from the organizational aspects –identified as the organization looks through the key capabilities and limitations internally to expand and sustain. The second set of key issues that are behind the organization's mission –serving target community –have been identified. These issues, with a detailed analysis based on available evidences have been aligned to strategies that can improve or avert or bring change in to the situation –which will be later guiding the project activities at different level. Majorly, the critical issues are mentioned below with its proposed strategic interventions.

### **4.1 Strategic Issues and Objectives Identified in Organizational Development and Sustainability**

The following internal issues related to governance, leadership and organizational systems and processes, which are importance for organization effectiveness and sustainability were identified.

#### **Key Issue 1.1: The need for change of organizational name and logo, improvement in board engagement, human resource development and continuous improvement in organizational systems and processes:**

Within the ongoing organizational progress of ESD, its intervention has widened with scope and geographic coverage in which the branding and organizational identity issues become area of focus. Accordingly, the name of organization and logo should be changed with the current context of the organization as per stakeholders' feedback during the SP development process. Hence, it is crucial for the management of the organization to take action in terms of changing the name and logo within the next five years.

The board members provide significant assistance to the existence and functioning of the organization as it stands. However, give the persisting and emerging challenges in the CSO sector,

the need from the organization is becoming more than ever. The board, as identified from a variety of professional backgrounds and experiences, needs to offer more, especially in key areas, such as strategic partnership and resource mobilization.

**Strategic Objective:** Enhance board governance and functionality as well as change of organization name & logo

**Interventions:**

- Review and improve human resource management and development systems within the organization
- Change of organizational name with more inclusive term and its logo that reflect the current development of the organization
- Create professional development and career advancement opportunities for staff, based on continuous appraisal and development
- Design staff retention mechanism
- Review pays and non-pay benefit packages for staff based on and beyond inflation

Staff and volunteers are the main reason in each and every step that ESD has passed through to date. This means they are the biggest and most valuable assets. Currently staff who have significant experiences are leaving local organizations in search for better opportunities and the organization may face similar challenges. In view of this there should be a system that actively review, recognize and develop staff performance, create internal career advancement opportunities and stay as competitive as possible in the national market.

In order to grow and expand, the organization needs to continuously improve and upgrade internal systems and processes for an increased accountability, compliance and transparency standards –which are again ideal for building and maintaining current new and current partnerships with donors.

**Strategic Objective:** Review and update systems for finance and budget management, communication and knowledge management

**Interventions:**

- Review/update financial policy and procedures manual
- Develop and implement standard operation policy and procedures manual
- Review procurement policy and procedures manual
- Develop systems for consistently capture, document, share and disseminate lessons and internal knowledge
- Design internal and external communication strategy

## **Key Issue 1.2: Networking, Advocating and partnership are vital forces for the organization**

Currently the organization believes that partnership, networking and collaboration are ideal instruments for continuous growth, improvement and achieving the intended results. Although ESD has fairly good experience in stakeholders' involvement and partnership, there is a need to increase determinations to create and convey a broader continuum of participation and engagement for stakeholders at community, local, regional and national levels. The partnership dimension also needs to expand to reach the private sector for making them to play the role of corporate social responsibility. Establishing and maintaining strategic partnerships and collaborations with key stakeholders, networks and communities will be given a significant focus in the coming period. Relatively, ESD has good partnership with Swiss based charity organizations which need to be diversified and make it also lobby to be strategic grant. In the other case, advocacy is a good strategy for improving organizational image and need to take action procedurally.

In other case, there is limited action in terms of public relation works or visibility which need to be carry out aggressively and with planned actions in order to promote ESD image as well as getting recognition from the respective bodies. It has multiple effects specially in attracting resource providers and developing reputation by government bodies.

**Strategic Objective:** Increase engagement, partnership community and stakeholders' participation in designing, developing and implementing programs

### **Interventions:**

- Develop partners and stakeholders' engagement and community involvement strategy that clear out different ways and levels of engagement with the community (youth, women and children), government offices, donors and the private sector and individual supports.
- Increase stakeholders' involvement in project design, monitoring and evaluation and dissemination of lessons learnt
- Actively participate and collaborate in networks and platforms at national and regional levels
- Increase the number of networks and coordination platforms that the organization participates in or have a membership
- Plan for different events or approaches for increasing the visibility of organization success among stakeholders
- Strengthen the practice of social auditing to create sense of ownership and sustaining of intervention by the community

### **Key Issue 1.3: Sustainable base and far-more resources are needed to achieve its vision and mission**

Due to the competitiveness nature of current opportunities and the declining interests of key international donors in the issues that NGOs are working with, leveraging additional resources and especially to the level this organization needs have become difficult. In the other hand, the organization effort in new partnership development and resource mobilization has been limited. This is partially for the fact that the organization has especially focused on deliverables and achieving on the ground as per the agreements and the accountability to the target community ESD is working with currently. There is an elevating need for a more focused and structured approach in resource mobilization and fund raising, through building and improving systems and tools that support our efforts. Board members, volunteers and staff are expected to take their share in this regard by using the existing opportunities to be changed in to tangible results.

**Strategic Objective:** Strengthen resource mobilization and fund-raising practices within the organization

#### **Interventions:**

- Design resource mobilization strategy
- Establish focused team that assess and respond to opportunities in a timely manner
- Develop and submit solicited and unsolicited project proposals to donors, private foundations
- Organize local fund-raising events by lobbying corporate businesses for their social responsibilities
- Look for local opportunities including profit-based business schemes through using the existing capacities
- Diversify opportunities, through starting new projects

### **4.2 Key Issues Identified and Strategic Actions Proposed in Program Development, Implementation and Quality Delivery**

The current situations at the community level are exhibited with multiple and interrelated problems and social evils that affect their well-being. Mainly, ESD's target community like children, women and youth are influenced with the existing pressure of socio-economic and political situations of the country. As a result of these contextual situations, current organizational strategy aims to prioritize the needs and concerns of target community at different level by improving the quality, intensification and delivery of projects for bringing the intended mission of the organization. For improving the quality, there need to focus on developing diversified programs depending on the magnitude and scope of the delivery, identify

the most expanding components of the existing project, develop an early intervention mechanism and be gender sensitive and ensure mainstreaming across interventions. Cognizant to this, ESD will put child development, women and girl's empowerment, quality education provision, youth livelihood improvement, environmental protection and emergency response for children, women and youth as prior focuses in the strategic plan implementation period.

**Key Issue 2.1: Less attention for holistic service provision of children to have healthy development**

Importantly, children are deprived of basic services availability among the poor families due to their low income. It affects the critical period of child development that relates with cognitive and motor developments which lay foundations for better younghood. They have limited access of facilities which hinder holistic and comprehensive development of children. Rural communities have few or no early childhood and care development centers that inhibit the stimulation factors for health development of children. Community has low awareness in terms of respecting child rights and keep protected from violence. Most of the time, children are exposed for various types of abuse due to limited awareness, low government protection and service unavailability for those victim groups.

Less emphasis of community for promoting indigenous knowledge and practices of healthy child development thwarts the positive cultural values of society with the adaption of globalization. It usually happens due to the absence of systematic and institutional actions of sustaining knowledge and practices in organized manner. The organization has good experience in addressing early child development works which need to be strengthen by adapting contemporary practices.

**Strategic Objective:** Build a strong foundation for lifelong physical, emotional, social & mental health that enhances readiness to succeed at school

**Interventions:**

- Enhance early child care and education for disadvantage children
- Work on building and restoring ECCE centers through provision of necessary materials and developing capacity of stakeholder
- Ensure the protection and rights of children through community participatory mechanisms
- Increase facilities access for children centers to have better service provision
- Strengthen pedagogical centers to promote indigenous practice of health child development

- Increase child focused centers establishment for provision of holistic and comprehensive services for needy children

### **Key Issue 2.2: Women and girls are in the lower ladder of the society**

Girls and women face disproportionate obstacles to access services and participation. Among the key, violence against women and girls, child marriage and other harmful traditional practices specially among girls in rural population, have continued to affect the health, education opportunity and economy. Child marriage repressed educational progression among girls and boys from primary to secondary education. Women are relegated from the economic and political power due to limited access of skills and abilities towards leadership and management practices.

There are gaps in promotion of Adolescent and Youth Sexual and Reproductive Health (ASRH) services and information that can safeguard them from the many challenges, such as unintended pregnancy; unsafe abortion; sexually transmitted infections (STIs), including HIV. Although progress has been made, still the vast majority of child births takes place at home unattended by skilled birth attendants. In this regard, the organization has new initiative and need to expand for improving the status of child nutrition through helping women to have knowledge and livelihood opportunity.

**Strategic Objective:** Empower disadvantaged adolescent girls and women for better livelihood opportunity and healthy life options

#### **Interventions:**

- Sexual and reproductive health information and promote youth friendly services for adolescent and young people
- Increase the opportunity of women and girls to have leadership capacity building programs
- Enhance income generating schemes for women and girls through organizing SHG and SACCOs
- Expand functional adult literacy activities to reach older youth and young women who are illiterate
- Promote gender equality and increase women participation

### **Key Issue 2.3: Gaps in provision of quality education**

Every single effort for transforming and sustaining economy and social change needs to start in education, formal or informal. Although progress has been made significantly in the education sector, much has still to be done to ensure access and improve quality of education and training.



Youth faces substantial challenges in the makeover from education to employment and job creation. There are gaps in equipping youth with the necessary tools and skills through education and training.

As this is the main reason to exist for ESD, there will be increased and intensive actions in the current strategic period of intervention. Quality becomes a very challenging issue in the sector through less capacity among expertise, limited facilities and unfunctional systematic intervention. As children and young people comprise 48 per cent of the population, the Country can lift itself out of poverty by ensuring children have access to quality education. On the other hand, community has no favorable scene for inter-cultural education which causes the existence of conflicts and chaos among them. It is imperative to create diversity appreciation among children and multicultural societies interaction at the school system.

**Strategic Objective:** Support schools become child friendly, culture and gender responsive, inclusive and technology integrated environment

**Interventions:**

- Support structures and initiatives that works towards access quality, gender and skills in primary education
- Promote girls' education and increase school completion rate of girls
- Promote child friendly environment within schools through promoting in-school clubs, safe spaces and other peer to peer support systems
- Addressing societal and institutional barriers that increases dropout and reduces performance
- Enhance intercultural competency of target communities
- Promote and strengthen ICT support in underserved/disadvantaged schools

**Key Issue 2.4: Limited livelihood/employment opportunities and skills development for youth**

Unemployment and underemployment especially in younger people (15-29 years old) is continuing to be a serious challenge, including for those who have finished secondary education, TVET and college graduates. Youth and women, have been exposed to illegal migration and in increased susceptibility to other socio-economic and health risks, in addition to keeping them in the cycle of poverty. Unemployment is increase from time to time among young people. Reasons for high unemployment include: inadequate business skills, lack of regulatory frameworks and sustained administrative support as well as lack of access to finance. The organization will put livelihood development for women and youth as one of the cores focuses in the strategic plan implementation period.

**Strategic Objective:** Enhance vocational, entrepreneurship, business, and life skills for disadvantaged youths and link them with lucrative job opportunities

**Interventions:**

- ❖ Capacitate young people to equip with entrepreneurial skills and other soft skills
- ❖ Work with Micro Finance Institutions and related stakeholders to influence approaches, such as women and youth inclusive finance
- ❖ Strengthen vocational training center with industry focused and market-oriented skills for engaging youth in contextual businesses
- ❖ Work with TVET centers in creating short term training opportunities for youth and women that are unemployed

**Key Issue 2.5: Poor environment protection and agricultural practice that affect sustainable development**

The impact of climate change is becoming more realistic. Apart from global warming, drought and desertification are visible obstacles for our society. Livelihoods are being highly affected as a result, youth, women and children represent the group that is being disproportionately affected by its impact. Energy source becomes a challenge for community in rural setting due to continuous environment destruction and poor agricultural practices. The largest share of energy consumption (85%,) in the country is dominated by traditional fuels (charcoal, fuel wood, dung cakes, and agricultural residues) which pose various health and environmental risks. The country has an enormous amount of renewable energy potentials (e.g., solar, hydro, wind and geothermal), but only 5% of its full hydropower potential is exploited and others are not fully harvested or not well developed to date (MoWIE, 2019). ESD will continue in terms of scaling up the already existed actions on solar energy and biogas development at household and institutions levels in all programmatic interventions' areas.

**Strategic Objective:** Promote climate change adoptability, environmental protection and renewable energy to impact positively the livelihoods of rural community members

**Interventions:**

- ➡ Strengthen and standardize the renewable energy actions by making it source of livelihood for youth and women
- ➡ Promote community-based asset building activities to improve household income
- ➡ Promote environmental protection and rehabilitation activities at community and school levels targeting women, youth and children
- ➡ Promote agricultural and environmental protection practices that conserve soil and water

## **Key Issue 2.6: Escalation of humanitarian crises and demand of emergency responses**

Currently, the man made and natural disaster compel to respond for humanitarian and emergencies programs for serving the needy children, women and youth. The country continues to suffer from the consequences of conflict, ethnic-based violence and natural disasters, triggering mass displacements, exacerbating issues of acute food insecurity and protection concerns. It also struggles with the consequences of the COVID-19 pandemic, the worst desert locust outbreak in 25 years, resulting in 19.2 million people in need of humanitarian assistance by the end of 2020 (SIDA, 2020).

The vast majority of affected population and targeted people with humanitarian assistance reside in prone regions of the country for disaster and manmade conflicts. Over 3.2 million people are still internally displaced or returned, often forcibly, to return areas with limited livelihood opportunities and lack of basic services. The migrants have often experienced protection violations, such as torture, kidnapping, GBV and abuse. High levels of malnutrition and food insecurity persist. In these situations, it is very crucial to respond emergency humanitarian conditions and make alignment of development interventions. As it will be a new experience for ESD to take actions strategically, there need to consider all international protocols and standards during giving response for humanitarian crises.

**Strategic Objective:** Reduce vulnerability and risks of emergency affected people through humanitarian response program

### **Interventions:**

- Reduce vulnerability and risks of children, women and girls for negative effects of conflicts and crises
- Ensure the availability of basic social services for affected population specially for children with education access
- Promote the capacity of community resilience to restore regular life after disaster and conflicts
- Ensure peace building and reconciliation system in the community of prone affected areas
- Support government system of emergency and humanitarian access for service provision to affected population
- Provide humanitarian support for needy groups

## **PART V: Implementation Plan, Monitoring and Evaluation**

### **5.1 Preparation of Work Plans and Implementation**

Through making the plan to be approved by ESD Board of directors, the management team is ultimately responsible for ensuring implementation of the Strategic Plan. The executive director/deputy director provides “strategic management” – an understanding of the dynamic forces shaping the ESD operational environment, and creativity in developing effective responses to those forces, within the framework of the Strategic Plan. The executive director/deputy director provides Plan implementation leadership and reports periodically to the Board of Directors and the General Assembly on Plan implementation, as well as on any need to revise the Plan, based upon a mid-term review. The executive director/deputy director ensures that annual work plans and budgets are prepared and implemented in line with the Strategic Plan, and also ensures that the preparation of project proposals as well as partner organization support further the priorities and objectives of the Plan.

As a key program management tool, ESD will prepare annual work plans further breaking down strategic plan priorities indicated in this strategic plan. The annual work plan will have annual targets with indicators to monitor and progress and evaluating –aggregating current and expected project targets disaggregated by sex and indicators as one organizational document. The preparation of the annual work plan will be conducted in a timely manner, participating key project staff –which will be led and coordinated by the M&E Officer in collaboration with the Program Unit. The annual work plan will also include information on specific portfolio or project, budget and targets by quarter. Program Coordination Offices will also cascade the annual work plan taking the targets in each geographic area.

### **5.2 Monitoring and evaluation**

The leadership and staff are committed in continuous learning, evaluation and performance measurement. Monitoring the progress and the impact of the Strategic plan should be done. Operational Plans will be done through the use of multiple tools and approaches. The program management team monitors performance against the prescribed milestones in a quarterly review meeting meetings and the Executive Director/Deputy Director provides quarterly and year-end reports to the board to ensure an appropriate oversight and accountability. This will take the project and donor specific requirements in to consideration. On top of this, it is very crucial to maintain the social auditing practices in collaboration with the community and government stakeholders to identify the success and limitations with regard to projects implementations.

**Monitoring** enables for continual self-evaluation through both formal and informal systems; it is the process of continuously - often daily - collecting information about the progress of the project to determine whether activities are being implemented as planned, and can take management and implementation adjustments as necessary.

ESD will develop a monitoring and evaluation guide that describes the organizational setup, management processes, standards, strategies, plans, indicators, information systems, reporting lines and accountability relationships that enable staff at different level to discharge their M&E functions effectively.

**Evaluation**

ESD will conduct evaluations at midway or end of implementation to measure the outcomes, impacts and effectiveness of a program against achievements of goals and objectives, in order to assess value and use lessons learned. Depending on the resources, the organization will conduct both internal and external evaluation.

**Data collection**

ESD will routinely collect data from the field and reports centrally in a monthly manner –using a reporting template. Random field oversight and monitoring visits will also give opportunities for the visiting team to collect additional data that supplement the reporting from staff in the field. Data collection can also be conducted for the purpose of baseline surveys or mid-term or final evaluation of a specific project –based on resource availability and the partners’ interest. Success stories will be collected in each project as they are available in a quarterly basis.

**Reporting**

Monthly updates collected from each project activities will be merged quarterly to prepare a quarterly report with a narration at organizational level. Project reports for donors and partners or stakeholder consumption will be prepared separately and be submitted timely in an agreed timeframe. The organizational level aggregated report will also be submitted to the board.

The following table presents the major five thematic areas and key indicators (impact and outcome) beside to output indicators detail in the action plan.

**Table 4: M&E Indicators**

Thematic Areas	Key Indicators
Build a strong foundation for social services access that enhances readiness to	<ul style="list-style-type: none"> <li>▪ # of children 0 – 6 years of age attending early childhood education</li> <li>▪ Percentage of knowledge increment on child rights and protection among community members</li> </ul>

succeed at school and later in life for 15,000 children	<ul style="list-style-type: none"> <li>▪ Proportion of child friendly school environment built</li> <li>▪ # of wash facilities built in school</li> <li>▪ # of ECCD centers equipped with playing and learning kits</li> </ul>
Empower 3000 disadvantaged adolescent girls and adult women	<ul style="list-style-type: none"> <li>▪ Proportion of youth and women changed in behavior with SRH issues</li> <li>▪ % of community members who got awareness on health education</li> <li>▪ Proportion of women participation in socio-economic and political decisions</li> <li>▪ % of women and girls organized in SHG and SACCOs</li> <li>▪ Literacy rate among adult</li> </ul>
Support 200 schools to create child friendly, culture and gender responsive, inclusive and technology integrated environment	<ul style="list-style-type: none"> <li>▪ Percentage of school facilities equipped with necessary materials</li> <li>▪ Percentage of girls' enrollment at different level</li> <li>▪ % of children attending primary school in the community</li> <li>▪ Percentage of school community aware on intercultural education</li> <li>▪ Proportion of school equipped with ICT facilities</li> </ul>
Enhance vocational, entrepreneurship, business, and life skills for disadvantaged 5000 youths and link them with lucrative job opportunities	<ul style="list-style-type: none"> <li>▪ % of youth trained in marketable vocational and soft skills</li> <li>▪ # of youth engaged in income generating activities</li> <li>▪ Proportion of expenditures among young people</li> </ul>
Promote climate change adoptability, environmental protection and renewable energy to impact positively the livelihoods of 18,000 rural community members	<ul style="list-style-type: none"> <li>▪ % of community members sensitized on climate change resilience</li> <li>▪ % of house hold and community institutions owned solar energy source</li> <li>▪ % of community members supported for sustainable livelihood practices</li> <li>▪ # of biogas functioned at household and institutional levels</li> </ul>
Reduce vulnerability and risks of 20,000 emergency affected people through humanitarian response program	<ul style="list-style-type: none"> <li>▪ Percentage of community members sensitized on disaster and its prevention mechanisms</li> <li>▪ % of community members addressed with humanitarian and emergencies support</li> <li>▪ Proportion of affected population served with social services</li> <li>▪ % of children and women protected from the ill effects of humanitarian crises</li> </ul>

## **PART VI: Organizational Management, Sustainability and Risks & Assumptions**

### **6.1 Governance and Operational Structure**

Considering to foundation of the organization, the highest decision-making body is the General Assembly (GA) who consist of ESD board, management, stakeholders and target community. The Board of Directors, accountable to the GA provides policy guidance to the executive body. The Executive Director/Deputy Director with the teams at head office and regional program coordination offices manage the operation of the organization. ESD strategically enhances the ownership of program interventions by all stakeholders. Regional program coordination teams are responsible for linking with program beneficiaries, liaising with Government and NGOs in their respective regions, conducting community meetings, and entering into partnership arrangements with key actors. The head office team provides capacity support to regional teams to ensure synergy, quality, ownership, and sustainability of program interventions. The organizational structure is designed in a way to implement strategy, program tasks and their integration. Considering the level of organizational development, horizontal focused structure is suggested with fewer levels of authority. The head office of ESD is organized in three departments; Program & Project department, Resource Mobilization & Partnership, and Administration & Finance. All departments will report to the executive director/deputy director. The program and project dept. manager who reports to executive director/dd oversees the program coordination and implementation while resource mobilization and partnership dept manager will be responsible for planning, resource mobilization and communication with partners. Based on the volume of works both managers will be assisted by senior expert (s) having adequate experience in planning, monitoring, evaluation, communication and resource mobilization. The dept of admin and finance will be responsible for managing and coordinating the administrative, human resource and financial management of the organization. The structure at program coordination offices/ regional offices mirrors to some extent with head office. During the implementation process, each department will collaborate for achieving the common goal and objectives.

The organogram of the organization will present in the annex.

### **6.2 Sustainability of Resource Acquisition**

Unquestionably, resource is a critical factor for ensuring the existence as well as the transformation of organization in progressive manner by achieving its mission and vision. In the case of ESD as a local CSO, it is vital to sustain and ensure the sustainability of resources in diversified and complementary manner. Currently, the competition is tough in funding environment which urge to look for possible options for resource mobilization or acquisition.

There are a lot of opportunities in the organization by assessing the internal capacities and scanning the outside environment. Potentially, the resources in the organization like training center, emerging initiatives to have partnership with multiple donors and the plan to focus on domestic resource mobilization through establishing business wing in the organization have become a springboard for cumulating the effort and make concerted actions.

From the aspect of soliciting donors and private companies, there need to widen the scope of approaching various potential donors who are working in different thematic areas. It has to be managed strategically and systematically with continuous work and responsible body. In the other way, replicating the experience of private companies' corporate social responsibilities must be adopted from the modern nations. In terms of using existing potential in the organization, it is important to make the training center to grow at medium level of higher education to be re-structured at social franchise scheme. It is also good to maximize the capacity of pedagogical center to high level by considering the indigenous practices to be applied in scientific manner.

In a nutshell, it is a pivotal step in the next five years for ESD to make the design of resource mobilization strategy through conducting exhaustive analysis of the internal and external environment for bringing tangible results.

### **6.3 Risks and Assumptions**

During the implementation of the SP, its effectiveness and ongoing improvements will be influenced by so many factors; hence, it is important to analyze the possible assumption and risks for minimizing the detrimental issues.

#### **6.3.1 Assumptions**

Assumptions are necessary conditions for the achievement of results at different levels; it is part of the cause-effect logic. For the success of ESD's strategic plan, the following assumptions are anticipated.

- The board of governance and management of ESD will be proactive to the dynamic environmental situations;
- ESD revise and update all operational tools to be a guiding tool for the ESD leadership;
- ESD will be restructured as proposed;
- Donor domains will expand and the coverage scope will increase;
- Donor support and financial flow from the partners will continue;
- The global financial situation will improve;
- Donor base expansion, volunteerism & local resource mobilization will work on;
- The support and collaboration of all stakeholders will continue and remain strong and interactive;



- Strong partnership of the government sector office and other stakeholders remain progressive;
- ESD will improve human resource & different capacity building systems;
- Project formulation and distribution will be done by all technical staffs;
- Staff performance and motivation will increase;
- ESD will promote transparency and participatory leadership.
- Existing instability and social disintegration will settle down and

### **6.2.2 Risks**

A potential event or occurrence beyond the control of the organization that could adversely affect the achievement of the desired results,

- Unwillingness of board of governance to implement the proposal without better alternatives,
- Less cooperation from government
- Less response from private sector for domestic resource mobilization
- Change resistance culture/continuing a traditional way of doing things
- If complete dependency on few donors' proceeds
- Limited fund flow and continuing world economic crisis and pandemic prevailing;
- If the existing situations in the country still remain and high price inflation

### **6.2.3 Mitigation Plan**

- Consider alternative fund-raising strategies like targeting multiple donors.
- Scale down operations to optimal levels
- Work with all partners to bring the risk to manageable scale of operation
- Put in place community early warning system
- Prepare a contingency plan if natural disaster may happen
- Prepare project budget in anticipation of price increases during the period of project implementation.
- Make bulk purchases where feasible.
- Monitor and revise budget as necessary.

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