



# **VISION OF COMMUNITY DEVELOPMENT ASSOCIATION**

## **Strategic Plan II (2016 -2020)**

**Addis Ababa  
April 2016**

## **Director's Acknowledgment**

I am privileged to share with you VoCDA's past 13 years brief accounts of success, lessons learnt and challenges faced during the first phase of the SPM-I and above. To begin with VoCDA has covered 4 districts, 17 rural kebeles and one town of three zones in Oromia regional states. It has reached an estimated populations of 28,125 direct and indirect beneficiary out of which 55% were women. We were focused on four major program areas like, food security, environmental rehabilitations, alternative basic and adult literacy educations, women economic and social empowerment. To undertake these programs we were raised about 15.8million birr from inland and aboard donors.

Women socio-economic empowerment and alternative basic educations programs takes the largest share of the budget and work done by the organization. VoCDA has worked with women and girls at all levels helping them to challenge patriarchal attitudes in the society that for long kept them in a state of powerlessness at household and community levels. During the first SPM-I VoCDA was support women to organized into SHG approach. As of this more than 3,250 HH head poorest women were organized and accessed different economic benefits like alternative income sources, adult literacy classes and capacity building training schemes in alternative (off-farm) income creation.

In addition, women as main household feeders were also the main deforesters of natural resources for two major reasons. Firstly women deforest their environment for energy seeking and secondly women deforest or engaged into charcoal and firewood selling for HH food shortage off-setting. To alleviate these problems VoCDA has addressed women inclusive environmental conservation where women and men equality addressed. VoCDA also faced major challenges mainly high staffs turn over in search of better payments, declining fund securing, and programs and administration ratio 70:30 issues of CSO as per the 662/2009 proclamation.

In summary, the first SPM-I periods helped us to clearly depict our contribution towards defeating poverty in the country as whole and our intervention areas in particular. And also it helped us, as cornerstone to look forwards towards the coming five year plan. This was possible as a result of our supporters in the country and abroad, various institutions and individuals, community leaders, who lend their hands and minds, and close cooperation of board members, government organizations' and our staffs.

Lastly I would like to take this opportunity to thank all the communities we have worked with, stakeholders and development partners as well as staff for the precious stake they have had during the past periods.

Dessisa Kabeta

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## List of Abbreviations

CBO	Community Based Organization
CSO	Civic Society Organization
ETB	Ethiopian Birr
FGM	Female Genital Mutilation
GDP	Gross Domestic Product
GO	Government Organization
GTP	Growth and Transformation Plan
HIV/ADS	Human Immunodeficiency Virus and Acquired Immunodeficiency Syndrome
HTPs	Harmful Traditional Practices
IGS	Income Generating Scheme
IMF	International Monetary Fund
MDG	Millennium development Goal
M&E	Monitoring & Evaluation
MoA	Ministry of Agriculture
MoFED	Ministry of Finance and Economic Development
NGO	Non Governmental Organization
REFLECT	Regenerated Freirean Literacy through Empowering Community Techniques
SP	Strategic Plan
SWOT	Strength Weakness Opportunity and Threat
VoCDA	Vision of Community Development Association

## 1. Introduction

Vision of Community Development Association (VoCDA) is an indigenous secular NGO operating in Arsi-Nagelle, Adami-tullu Jiddo Kombolcha, Dodota and Dugda districts in Oromia Regional State. The organization was established in 2003 and recently targeted four districts in Oromia region, 17 rural kebeles and one town as its intervention areas where more than 28,125 people have been benefitting.

VoCDA is registered as Ethiopian resident charity with registration number 0129 in line with the CSO and NGO agency re-registration legislation. To facilitate the implementation of development projects, VoCDA has operational agreements with pertinent governmental partners in Oromia region such as Bureau of Finance and Economic Development, Bureau of Agriculture and Rural Development, Bureaus of Education and Bureau of Women and Children's Affairs.

VoCDA has been guided by medium and long term plans in the promotion of community based development interventions to contribute to the lasting solution focusing on improving life and strengthening the livelihood basis of the poor and vulnerable communities. Long term Strategic Plan would help to initiate and direct transformative processes that challenge and change traditional working habits, undesired approaches and negative norms and practices that have been perpetuating poverty and violation of rights particularly the rights of women and girls.

VoCDA's strategic plan II (2016-2020) will give clear vision and provide the framework of operation in the coming five years. It highlights pressing issues that deserves due attention to address in the coming planning period. The plan will give major emphasis on building the capacities of poor people, vulnerable groups and their institutions to deal with structural issues of poverty and to improve their ability towards recognition, evaluation and addressing of their own key issues by their own coordinated effort with minimal external support. All interventions are expected to contribute to community resilience building.

We believe that this document serves to communicate our identity and purpose of existence to stakeholders, partners and supporters, and more significantly to the community we work with. It will serve as a reminder note in reviewing the effect and impact of our actions and the influence of operation environment towards exerting effort to improve trends and interventions logics with the aim to ensure the attainment of organizational and operational objectives.

In line with this, we encourage pertinent readers and users of this SP II document to see critically and provide us constructive feedbacks. Such effort will lead us to improve the document and corresponding issues in the course of action while benefiting from learning by doing.

## 2. Strategic Plan Development Process

The strategic plan development process was coordinated by a team composed of VoCDA management and project staff through professional facilitation of external consultant. The process focused on undertaking relevant discussions with representative of target communities, key stakeholders from government and private sectors. Board members and experts from major funding partners have contributed valuable ideas related to global and national development frameworks that served in enriching the document to the required level.

The SP development process incorporated strategic evaluation that helped to analyze and decide the position of VoCDA in the community development context. The strategic evaluation served to project VoCDA in the future with consideration of feasible scenarios of institutional and environmental factors. The process is used in identifying strategic priorities and corresponding challenges in the promotion of community based development programs.

The strategic evaluation was substantiated with SWOT analysis, document review and brief capacity assessment by organizing FGDs, KIIs and consultative meetings with the management team, pertinent leaders & experts from partner organization offices and representative of target groups and leaders of community structure. In terms of document review, the SP development team went through major documents such as bylaw, policy guidelines, proposals, reports, and strategic papers of partner organizations.

At community level, the team conducted FGD and KII in selected kebeles in the targeted woredas. To triangulate the findings of the process, the team had visited some selected field sites and made critical observation on achievements to be considered as best practices and challenging scenarios to be cited as lesson learned. Generally, the team applied participatory methodologies that include group discussion, individual interviews and observations that facilitated to gather genuine first hand views and reflections from key stakeholders, particularly from the member of target groups. The process enabled to generate valuable information that served as indication in refining and rearticulating the strategic choices.

To understand the trend of core social, economic and political factors in the coming five years and their likely effect in the operation of VoCDA, the SP process focused on analyzing and identifying key issues and challenging scenarios in dynamic environment. The process dealt with assessing and analyzing level of stakeholders' commitment in view of institutional competence and trend of competition in securing potential funding in the areas of development and humanitarian response interventions.

The process included reviewing organizational purpose related to mission statement, developmental objectives and core strategies in line with the critical issues identified through internal and external assessment. This facilitated to explicitly illustrate vision, mission, objectives and strategies of VoCDA in view of key stakeholders expectation. The overall intention in this regard is to enable development partners such as government structures, donor agencies, the community, and beneficiary groups to have clear view on the institutional position, possible attainment in the future and feasible plan of action to realize the intention.

The incorporation of systematic procedures in the SP process would enhance efficiency and effectiveness of VoCDA in pulling potential resources in terms of finance, materials and human power in the coming five years of the SP period through improving the level of acceptance and credibility among funding agencies, stakeholders and partners.

### 3. The Operating Environment

#### 3.1. Context of Poverty in Ethiopia

In Ethiopia, according to 2014 MDG report, there are still about 22.6 million people living in absolute poverty in 2013/14 despite the commendable progress in reducing the number of people living below the poverty line, which is very close to PPP US\$1.25 a day on food and non-food items. Therefore, reducing poverty among the poorest of the poor, ensuring food security and reducing the number of poor people in the country remain priority areas for intervention in the post-MDGs period. Multiple economic, social, cultural, environmental, technological, political and institutional factors have been collectively influencing capabilities of people to live in dignity and prosperity.

According to the report of MoFED in 2014, the Ethiopian economy has recorded a high growth rate averaging 10.9 per cent annually over the past 11 years starting from 2004. The average annual growth in the agriculture is 9% while industry and services sectors have recorded 13.8 and 12.2 per cent respectively. The coordinated effort in translating rapid economic into curbing incidence of poverty has declined from 38.7 % in 2005 to 29.6 % in 2011 and it is estimated to further decline to 26 % in 2013. As a concerted action to tackle the emerging challenges in urban poverty, the government has initiated urban social safety net program recently.

In terms of education, literacy rate has increased from 26% in 1996 to 46.7% in 2011. Primary schools have expanded to all kebeles (villages) contributing to a sharp increase in the level of enrolment of girls and boys in primary schools. Accordingly, Net primary enrolment increased from 21 per cent in 1996 to 93 per cent in 2014, while net enrolment in secondary education reached 20 per cent in 2014, from the very low level of 9 per cent in 1996. The primary school gender parity index (GPI) has been increasing and reached 0.93:1 in 2014.

However, the primary education has been suffering from grade repetition, children dropping out and poor learning achievements, including low competencies in reading and mathematics. As a priority in the post 2015 development agenda, the focus will be on improving the completion rate of primary education through promoting feasible interventions in the area of quality education. In addition, there is a need to renew commitments to eliminating gender disparities during post-2015 period, so as to divert the slow progress of the GPI that have been due to socioeconomic and cultural challenges, including early marriage, violence against girls, abduction, parents' lack of awareness on the benefits of education, distance to school, and lack of gender sensitive facilities in school.

Despite the success in providing children with near universal access to primary education in Ethiopia, the completion rate for both the first cycle (Grades 1-4) and second cycle (Grades 5-8) primary education has not improved noticeably so as to enable the attainment of the desired target of 100 per cent completion. Completion rates were 57 per cent for Grade 5 and 34 per cent for Grade 8 in 2005, and had increased to 70 per cent for Grade 5 and 53 per cent for Grade 8 in 2014. There is still challenging scenarios in the pastoral and agro-pastoral localities as coping with moisture stress situations has been significantly hampering educational participation of children in these areas.

Recurrent drought, lack of access to market both locally and internationally, high cost of agricultural inputs, limited extension services, fragmented farm landholdings etc are the major contributing factors for the extremely low level of productivity and farmers' impoverishment. The rural setting in Ethiopia is further disadvantaged by poor connectivity and integration between surplus and deficit areas. Food insecurity has continued to affect millions of people in

Ethiopia. Failure of rainy due El Niño in many parts of the country, has led more than 10.8 million people in 2015/16 to suffer from chronic food insecurity until the next harvest.

Climate change has been reducing the production of staple food crops in the target area. The implication of climate change on the poor households in particular has been severe in the rural areas that rely on agriculture as primary source of livelihood and income generation alternatives. To help communities understand the negative impacts of climate change, there is a need to devise strategies that would help to reduce effects due to climate variability in short and long term scenarios. The approach will help to promote balanced actions to meet immediate needs while preparing capacities for future resilience. It will also promote climate smart agriculture.

The performance of agriculture depends on the seasonal variation of rainfall. As irrigation based production has not been considered as alternative strategies by concerned duty bearers, the contribution of this sector has been insignificant. To cope the ever deteriorating means of livelihood, the rural youth usually migrates to urban areas in search of income generating alternatives. Still the undeveloped urban economy is not in a position to absorb people searching for employment and means of livelihood. The overall situation has been aggravating poverty in both rural and urban perspectives.

Climate change has been affecting the provision of safe drinking water and nutritious food, which are fundamental requirements for good health. As a consequence many of the curable diseases such as diarrheal and malaria are leading as major killers. As most of the transitive diseases are climate-sensitive, the situation will be worsen in the areas with weak health infrastructure, mostly in rural settings. Thus, there is a need to provide relevant assistance in developing better coping strategies in the years to come.

The society of Ethiopia in general and those in the rural areas in particular are predominantly patriarchal which forces women to assume lower status and subordination in comparison with men. As a result, the representation of women in decision-making and socioeconomic participation is insignificant. Promoting girls education and equitable access to social and economic opportunities has been a living challenge in many parts of the country. The prevailing limitation in good governance process has been considered as additional hindrance in the effort of promoting women improvement initiatives.

In recognition of such facts, VoCDA has been promoting development intervention that focus on strengthening community based livelihood capacities through enhancing integrated investment in the areas of capacity building related to local capital formation and institutional transformation. The coordinated effort in partnership key stakeholders has been bringing remarkable changes in the life and livelihood basis of the target community.

To further strengthen the initiative and bring wide range impacts, leading the organization, VoCDA in a strategic direction seemed paramount importance and hence the previous strategic plan is revised to address the present and future demands in the community development endeavor.

### **3.2. Global Situation in Eradicating Poverty**

Eradicating poverty in all its forms and dimensions, including extreme poverty, is the greatest global challenge and an indispensable requirement for sustainable development. In this case, the 2030 Agenda for Sustainable Development resolves to free the human race from the tyranny of

poverty and to heal and secure our planet. The first Sustainable Development Goal Sustainable aims to “End poverty in all its forms everywhere”. Eradicating extreme poverty for all people everywhere and reducing the proportion of men, women and children of all ages living in poverty at least by half through implementing nationally appropriate social protection systems and measures are among the core targets of sustainable development intended to be attained by 2030.

In line with this, VoCDA understands the interdependence and interaction of global forces and their impact on the national policy direction. Poverty is a central challenge in Ethiopia and hence, public policies directed towards poverty alleviation could be effective and sustainable when they focus on addressing the underlying causes of poverty in nationwide dimensions. Thus, sustainable poverty reduction requires healthy economic growth and fair distribution of income accompanied by fundamental reforms in the political framework.

The Ethiopian development context is framed through the five-year growth and transformation plan (GTP) for 2010/11-2014/15, and the second phase GTP for 2016-2020, with a vision to become a middle income country by 2025. The GTP aims to foster broad-based development in a sustained manner to achieve the MDGs. The plan envisages a major transformation of the national economic structure, seeking to double agriculture production and significantly increase the share of industry in the economy, while maintaining a focus on human development, women’s empowerment and governance. In its most recent progress report, the government highlighted its strong economic growth and fiscal management while lamenting slow productivity improvements in agriculture, and weak growth in small medium sized enterprises (UNDAF Ethiopia Mid-Term Review, 2014)

Ethiopia has maintained an average growth rate of 11% since 2003/04 with expansion of the agricultural, service and construction sectors, infrastructure development and significant investments in the social sectors. Agriculture remains the foundation of Ethiopia’s economy, contributing to 81% of employment, 47.5% of gross domestic product and 52% of exports for foreign exchange. Irrespective of increasing trend of economic development, Ethiopia continues to be affected by global challenges. Among such challenges, the global economic crisis and climate change have been negatively affecting poverty reduction efforts in Ethiopia. The current unfair international terms of trade, the heavy debt burden, extremely low levels of foreign direct investment and the extremely low level of development assistance are among the most important issues affecting the country(Country Economic Brief, UNDP Analysis Issue No. 1/Feb.2014).

The declining trend of earning from export trade has been shaking balance of trade. Ethiopia has been suffering from the impacts of El Niño starting from the winter of 2015 and spilling over into 2016, bringing heavy rains in the dry season, and not enough rain in the rainy season. As reported by Oxfam in February 2016, Ethiopia is facing a massive drought and food insecurity crisis as a result of failed rains and droughts that have been worsened by the 2015 El Niño, which in itself has been supercharged by climate change. The Ethiopia government been consolidating efforts to mitigate El Niño impact through exerting utmost effort to resist the drought with all possible means such as responding to the situation swiftly while coordinating the resources and logistics garnered from home and international organizations and partners' to reach out the needy citizens.

There is an increasing trend of unemployment among females and youths in general and in the urban environment in particular. Therefore there is a need to focus on development interventions that will increase access to employment be in the form of individual based self-employment or labour market based employment opportunities. This is considered as a key steps in transforming household economies into resilient structure.

On the top of this, the world has witnessed a growing refugee crisis for the first time since World War II, whereby the number of those forcibly displaced from their homes has been exceeding 50 million while millions more have since been displaced as a result of conflict and crises around the globe. As indicated in the 2015 Amnesty International publication, in addition to the Syria world's biggest refugee crisis, the number of people fleeing conflict and persecution in some of the In African countries like South Sudan, the Central African Republic (CAR), Nigeria and Burundi have been adding hundreds of thousands to the longstanding refugee populations. Irrespective of such huge crisis, UN humanitarian appeals are severely underfunded and most plans have been non responsive.

The Government of Ethiopia launched the 2016 Humanitarian Requirements Document (HRD) calling for \$1.4bn to support 10.2 million people in 2016, over and above the 7.9 million people who are already supported through the government-led Productive Safety Net Programme (PSNP). The target intervention areas of VoCDA, the central rift valley, is one of the highly hit areas in Oromiya region and as a result the target population have been losing access to food, water and leading towards deteriorating livelihood basis. Combined with the already prevailing socioeconomic problems, the situation will lead to food stress, scarcity of resources, and eventually to disaster. Thus, VoCDA believes on the importance of focusing on short term humanitarian intervention while providing equal attention in addressing long-term community based investment in the areas of resilience building.

### **3.3. Poverty Eradication Perspective**

Poverty is the manifestation of exclusion and powerlessness in addition to limited access to productive resources. VoCDA understands the importance of integrating development interventions with the realization of human empowerment in the process of ensuring sustainable development at local and national levels.

In this regard, the experience of VoCDA indicates the need to involve in multi-sectoral integrated community development intervention by promoting need based projects. Towards this end, VoCDA undertook a strategic review and reflection process that enabled to revise and upgrade VoCDA's strategic plan for the next five years, 2016-2020 operation period.

According to the revision of VoCDA's five years strategic plan is undertaken through providing remarkable attention on the importance of building the capacities of poor households, vulnerable groups and their institutions to deal with structural issues of poverty and to improve their ability to recognize, evaluate and address on key issues through needs responsive development interventions. In similar fashion with the previous SP, the second SP of VoCDA encourages the necessity of collaborative engagement, transparent process and innovative approaches.

In this regard, development priorities of the second SP are designed to be more compatible with priorities set in GTP II and sector based program strategies. In line with this, VoCDA intends to

focus on the human capital development aspects at community level intervention towards contributing to the successful attainment of MDGs and building resilience capacities.

As a local NGO, VoCDA has been promoting community based development initiatives in Oromiya region through strengthening long term partnership with key stakeholders in general, and in particular with pertinent regional government structures and community based institutions. The intended thematic interventions have a reinforcing values in promoting strong ownership of and support from the regional government and local level community structures.

VoCDA's prior experience in the areas of women empowerment in combination with natural resource conservation initiative has been considered as best practices in the promotion of community based needs by targeting vulnerable groups that have limited access to social and economic services. The effort of sharing and disseminating best practices within and to other development partners is considered as one of the core strategies in the upcoming five years SP implementation period.

In line with this, VoCDA will exert at most effort towards improving competency of leadership and management systems through promoting various capacity building training programs on leadership, participatory approaches and women empowerment. To integrate innovative approaches and accountability mechanisms in the entire operation system of VoCDA, there is a need to improve the application of IT at all levels of organizational hierarchy.

In the area of partnership building, VoCDA has been making significant progress to bring a positive impact on community development endeavour through enhancing collective efforts of all actors. To this end, the organization is participating in relevant networks and coalitions that engage in the promotion of collaborative effort in the areas of development and humanitarian response. In this case, partnership based engagement has been contributing for the enhancement of relation and mutual understanding leading to institutional strength at organizational level and promotion of genuine participation at community level as well .

### **3.4. Key Issues**

To identify key issues in the areas of operational, social, economic and political dimensions, SWOT analysis was undertaken through involving representatives of key stakeholders. In this case, the SWOT analysis was focused on assessing and identifying internal strengths and weaknesses in relation to organizational competency, responsiveness to emerging issues and clarity of mission statements while the external analysis was focused on identifying opportunities to be exploited and threats to be considered as risk factors from the operation environment. As a revision process, the outcomes of the SWOT analysis are summarized as follows. The result of the SWOT analysis process led to reinforce the already identified key issues and incorporate additional emerging issues to serve as focal inputs in the SP development process.

- The problem of food insecurity in connection with the El NINO effect is being considered as critical issue to be addressed;

- The importance of focusing on emergency response and humanitarian interventions through strengthening community based early warning and self support initiatives;
- The need to build institutional capacity of local actors and CBOs towards promoting needs responsive development interventions at community level;
- The importance of working with and through local institutions in the promotion of natural resource management interventions in integration with IGAs;
- The need to address problems of access and quality in education through promoting alternative basic education, quality improvement initiatives adult literacy program;
- Promoting women and youth empowerment in the economic, social and political arenas;
- The need to improve leadership and staff competencies to enable effectively apply appropriate policies & strategies in the process of implement needs based programs;
- Developing forward looking culture at organizational and community levels in order to encourage active engagement in needs responsive development interventions;

#### **4. Performance during the previous SP Period (2011-2015)**

The program VoCDA started, known as Community Centered Development Program (CCDP), is implemented as of 2010 in more than 10 Peasant associations and one towns in Arsi Negelee and AdamituluJudo Kombolcha Woredas of Oromia Regional state, Dodota of Arsi zone and Dugda of East Shewa zone, with support from donors including Netherlands Embassy, Basic Education Association in Ethiopia, German Development Service (DED), Helvetas-Ethiopia, Action Aid Ethiopia, French Embassy, KNH SHG promotion and small grant programs, UNDP/GEF/SGP, Dan Church aid Ethiopia, Tree aid(UK), SNV/Netherlands Development organizations, DVV International and many individual volunteers and contributors<sup>1</sup>.

The goal of the Community Centered Development Program is to provide communities with the means to improve their living conditions in a sustainable way. To this end, the program equips participants with knowledge, skills, and experience in situational analysis, priority setting, planning and implementation and M&E to empower them to become self-sufficient actors in their communities' development. This approach has brought about positive results in many areas, including women's empowerment, food security, creating access to basic education and environmental rehabilitation and development initiatives.

In this SP-I periods new donors and new localities/project sites have been accessed/secured and/or addressed. In this case, Dugda and Dodota were new

<sup>1</sup> VoCDA's annual plan and performance reports (2004-2010)

woredas/districts that were addressed in this period. Likewise, Tree aid UK, SNV/Netherlands development organization and COSAP were major donors that we could partnered in this period. As a result of this new project like women's empowerments, environmental rehabilitation and HH food security has been undertaking successfully in these mentioned localities. In this case about 1850 new HH heads needy community/beneficiaries have been addressed.

Review reports including assessments, midterm and terminal evaluations, case histories and annual performance reports have shown that VoCDA Community Centred Development Program produces concrete and sustainable results and has performed well in most of its program interventions and achieved set objectives under each intervention. VoCDA 's "best practice" on women empowerment program has been cited by many development organizations and community members. Its involvement in the economic empowerment of women has played visible role such as in creating access to financial services (saving and credit self help groups), enhancing literacy skill of women, in combating HIV/AIDS and HTPs, reducing work load through creating access to grain mill, involving women in income generating schemes like cultural ornament producing groups.

In relations to Environmental rehabilitations, in the past five years more than 350,000 seedlings developed and planted in schools, degraded communal and private land in environmental rehabilitation and bio-diversity conservation programs. Awareness creation sessions have been conducted to community groups, government officials and CSOs on protection and development of natural resources, energy saving technologies introduced to the community, and women are organized in alternative income generating schemes which ultimate goal is to engage women in sustainable environmental protection activities as well as to reduce the pressure on environment and in turn to maintain the Natural resource preservations of the locality under considerations. In similar way, more than 388hectars of land was preserved through communal and private land enclosure mechanisms in 6 rural kebeles where about 285 farmers organized and taking care of the lands. The enclosed lands by now serving as an alternative income sources for the organized farmers in their locality in additional to being biologically regenerating.

VoCDA has promoted in its intervention kebles sustainable farming methods so as to reduce the erosions of land and increase the productivity of farms, and farm methods to the targeted community which aim to improve production and productivity of poor and vulnerable households and in turn enhance their livelihood and household food security conditions. Small scale irrigation development, introducing modern agricultural inputs and

techniques such as improved seeds (maize and wheat), introducing improved livestock for milk production and fattening and capacity building trainings for farmers on modern farming are major interventions and have success story to the organization.

VoCDA has contributed a lot in alternative approach for primary education in its operational areas. Using ABE approach, ten alternative basic education centers were established and create access to basic education for 1350 children every year, since 2008. Moreover, to enhance the adult literacy skills, adult literacy centers have been established in collaboration with the community. The program uses REFLECT approach which emphasizes on community empowerment and provides numeracy skill.

## **5. Mission Statement**

Vision of Community Development Association's is an Ethiopian based Non-Governmental Organization established in 2003 by individual development activists with the aim to contribute to the development endeavor being undertaking in the country through mitigating rampant and pervasive poverty.

Vision of Community Development Association (VoCDA) is an indigenous secular NGO operating in Arsi-Nagelle, Adamitullu Jiddo Kombolcha, Dodota and Dugda districts in Oromia Regional State. Recently, the organization targets 17 rural kebeles and one town as its intervention area having more than 32,700 total population.

VoCDA is registered as Ethiopian resident charity with registration number 0129 in line with the CSO and NGO agency re-registered policy. To facilitate the implementation of development projects, VoCDA has operational agreements with pertinent governmental partners in Oromiya region such as Bureau of Finance and Economic Development, Bureau of Agriculture and Rural Development, Bureaus of Education and Bureau of Women and Children's Affairs.

### **5.1. Vision**

The vision of VoCDA is to see prosperous communities whereby community members use their capability and assets to realize a sustainable livelihood.

### **5.2. Mission**

We exist to empower poor women and vulnerable households through promoting sustainable development and social transformation that ensures human dignity for all citizens.

### **5.3. Value**

VoCDA is striving to promote the following values as acceptable organizational norms and principles in governing the behavior internal stakeholders and serving as a standard in the process of decision making and partnership building. The values are:

- **Integrity:-** we promote honesty and transparency in discharging our duties and responsibilities;
- **Equity:-** we focus on addressing inequities through increasing our commitment in ensuring the purpose of our existence;
- **Quality:-** we work with a sense of professionalism, cost effectiveness, and value for money;
- **Accountability:-** we are accountable to all stakeholders, primarily to the community, poor and vulnerable groups in particular; and
- **Respect and treat people with dignity:-** we appreciate difference and diversity as an opportunity to learn from toward improving future performance.

#### 5.4. Goal and Objectives

The goal of VOCDA is to contribute to the attainment of sustainable social services, food security and environmental development endeavor for the target rural and semi-urban poor households while the objectives are:

- To promote environmental protection and conservation;
- To promote behavioral changes in the areas of family planning, HIV/AIDS and preventive health issues;
- To promote WASH and small scale irrigation;
- To promote women's income generation and capacity building initiatives;
- To promote adult and non-formal child education with focus to reach non-literate adults and out of school children, particularly girls.

#### 5.5. Core Strategies

To achieve the intended objectives, VoCDA recognizes the importance of applying the following holistic and crosscutting strategies.

##### 5.5.1. Capacity Building

Capacity building will be a major strategies to enhance the capability of target communities towards enabling to undertake situational analysis, evaluate and prioritize structural issues, and to address their own key issues by their own. The capacity building strategy also focuses on community institutions, mainly on improving the ability to facilitate the empowerment process, strengthen institutional actions, ensuring participation, creating access to information and promoting effectiveness and efficiency on the overall engagements.

##### 5.5.2. Partnership Building and Networking

We realize that people's livelihoods is affected by global, national and grassroots level factors. It is therefore crucial to create greater solidarity and collaboration with other development actors in order to bring positive impact on the livelihoods of the community. VoCDA focus on building

effective partnership with range of key factors, including CBOs, GOs, CSOs, NGOs, academic and research organizations that are working at grassroots, national and international levels.

### **5.5.3. Promote Participation**

VoCDA promotes active and interactive participation of the community, community institutions and other stakeholders in situational analysis, problem identification and priority setting to develop an internal governance of community institutions and to enhance culture of community in participatory decision-making process that affects their life directly and/or indirectly. To assist the process a range of participatory approaches such as PRA, participatory M&E, participatory vulnerability analysis and participatory planning and budgeting will be applied.

### **5.5.4. Action research, learning and sharing**

VoCDA will use action research to demonstrate learning and sharing that will be drawn from process and outcomes of program implementation at grassroots level. In addition, VoCDA will strengthen its internal competency to undertake participatory M&E and proper documentation of the process, successes and failures of program which are mainly used for learning, sharing and future program development.

### **5.5.5. Revitalized indigeneous institutions**

VoCDA believes that the success of our strategic objectives depend on the presence and effectiveness of local-level institutions. Community institutions will receive greater attention as a viable alternative and effective means to strengthen community in order to management and lead their own development. VoCDA's focus on revitalizing local institutions of communities for natural resource management and provide capacity building to strengthen internal governance.

### **5.5.6. Community mobilization**

We realized that community and their institutions have vital role to address underlining causes of poverty. VoCDA as local NGO has limited fund to address all the mentioned problems. Mobilization of local resources (Knowledge, labour, finance) to local development is our key strategy in the process of realizing the intended development goals towards ensuring sustainable development.

Promote integration among various interventions

## **6. Key Priorities**

The second SP focuses on five thematic priorities. These are:-

- i. Food security and humanitarian response intervention;
- ii. Natural resource rehabilitation and conservation;
- iii. Promotion of basic/quality education and adult literacy initiative;
- iv. Promotion of clean water and sanitation
- v. Women and youth economic empowerment.

In addition, the promotion of Reproductive Health (RH), anti-HTPs and HIV/AIDS initiatives will be addressed as crosscutting issues in integration with feasible interventions.

## **6.1 Food Security & humanitarian response intervention**

Food insecurity is beyond the issue of attaining food demand through ensuring adequacy of supply and stabilizing market. It incorporates the effort of sustainable natural resource use as a means to attain sustainable development.

The objectives of this thematic area are:

- To enhance food security at household level in the target communities;
- To enhance the attainment of appropriate emergency response and humanitarian intervention through strengthening relief, recovery and mitigation initiatives.

The situation of food security in the target area specifically and nationwide in general has been in a declining trend due to fragile weather condition, high population pressure which resulted in small and fragmented land holdings, over-cultivation of the arable land combined with massive deforestation and destruction of natural vegetation, poor management of grazing land and in turn depletion of local sources of feed, low skill in forage development, lack of appropriate technology and improved farm inputs, and insufficient and unsustainable farming practices, poor experiences of community for physical and biological soil & water conservation practices and elimination of indigenous natural resource use and management practices, limited involvement of communities in common property resources management such as forest, grazing land, water..., limited off farm alternatives, lack of access to credit and rural financial services, deteriorating of indigenous knowledge in natural resource management.

The problem of food insecurity has been aggravating in the country due to the El NINO effect that might extend to the coming few more years. The shocks on livelihood basis has been manifesting and will continue for the coming years, until the moisture deficit improves in the entire nation in general and the target areas in particular that is more vulnerable to the already realized El Nino effect and subsequent seasonal shocks.

To address the problem of food insecurity in the target areas, VoCDA in partnership with pertinent stakeholders will engage in the promotion of agricultural production and productivity with remarkable focus on increasing the application of small scale irrigation at small holders level. The promotion of improved feed and livestock breed is another core area of focus towards establishing shock resistant livestock production with improving trend of productivity per head. The will be accompanied with the effort of establishing and maintaining quality and affordable veterinary service.

The promotion of emergency response and humanitarian intervention is considered as the core area of intervention in order to mitigate the corresponding shock that are associated with emergency food and water shortages. This will contribute to the overall effort of saving the lives of affected people and their livestock population.

No	Major Intervention	Expected Core Outcomes
1	Introducing and strengthening improved agricultural technologies (improved seeds, high breeds, small scale irrigation schemes and other indigenous innovative & best practices) to increase crop production and productivity	Increased crop and livestock production and productivity and enhanced poor households' livelihood.
2	Promoting livestock production and productivity by introducing and strengthening animal health services, improved feeds and breeds, fair livestock market.	Reduced vulnerability to emergency and food insecurity and sustained livelihood basis.
3	Supporting emergency and early warning system, and response.	Secured food security with priority to women and girls.
4	Mainstreaming gender and make sure the benefits of women and girls are secured in each food security and emergency response interventions	Strengthened participation in regional and international alliances and networks to fight hunger and poverty.

## 6.2 Natural Resource Rehabilitation and Conservations

The rural communities in general and part of the urban and semi-urban households in particular depend on natural resources for farming, fishery, irrigation, construction material, firewood, grazing and some more. Population pressure, market and government failures, and the absence or ineffectiveness of using regulations of common property resources, and disintegration of indigenous knowledge of community on natural resource use and management have resulted in severe degradation of natural resources base of the country.

To solve development problems related to natural resource management, various alternative proposals have been under implementation. The proposed alternatives include the application of collective action, the need to privatize common resources, and strengthening the application of law enforcement are proposed in addition to revitalizing community level institutions in this regard.

As revealed from experience, strengthening local-level institutions and community based groups have remarkable contribution in excelling the success of natural resource management initiatives. Thus, strengthening community based needs responsive NRM initiative will ensure the promotion of sustainable livelihood basis that would enable to cope with and recover from stress and shocks while reinforcing community based knowledge base and asset building capabilities towards ensuring the attainment of present needs with due maintenance of future demand.

In relation to the rift valley areas, various studies indicates the prevalence of vast natural resources degradation practices as a result of deforestation due to unchecked expansion of commercial farms, poor concern for soil and water conservation practices, poor households engagement in charcoal making and firewood selling as means of daily income.

On top these, the natural ecosystem has been in a state of continues disturbance. To mention some, there has been a practice of inappropriate ground and surface water exploitation for the purpose of commercial irrigation and this has been endangering the aquatic life in the lakes while

negatively affecting the livelihood basis of those poor households highly depend on fishery and fish marketing activities. On top of this, the establishment of big commercial farms and small scale vegetable producing farms has been increasing the application of excessive chemicals which resulting in pollution of surface and underground water.

Since its establishment, VoCDA has been promoting feasible intervention that have remarkable contribution to the efforts of responding to the aforementioned problems. Program intervention in the areas of awareness creation, strengthening local institutions to sustainable use and management of natural resources, promoting soil and water conservation initiatives. There has been significant effort in the promotion of agricultural production and productivity in integration with natural resource use and management alternatives.

The effort of promoting rehabilitating degraded natural resource base focused on construction of soil and water conservation structures, area enclosure initiatives, private fruits tree development, community woodlot development, and community grazing land management, and community forestland management initiatives.

In line with this, the natural resource conservation practices in integration with economically beneficial interventions such as improved bee keeping and forage production initiatives have been gaining wider acceptance at target community level. Accordingly, these areas are considered as the core focal interventions in second SP period.

In this regard, the objectives of intervening in Natural Resource Rehabilitation and Conservation initiatives are:

- To encourage the target community to apply sustainable natural resources use and management as part of their local knowledge and practices,
- To strengthen the integration of community based environmental conservation practices with the promotion of innovative income generation alternatives.

In line with this, VoCDA will focus on the implementation of the following interventions.

No	Major Intervention	Expected Core Outcomes
1	Promoting capacity building support to traditional institutions and community based interest groups.	Strengthened capacities of traditional institutions and community based groups in managing and developing the natural resource base towards sustainable use.
2	Promoting the revitalizing effort of indigenous knowledge and practices on natural resource conservation initiatives.	Encouraged sharing of best practices towards fostering the spread of sustainable natural resource management initiatives.
3	Strengthening support to physical conservation works and rehabilitating degraded lands.	Enhanced effort in the promotion of physical conservation and rehabilitation practices.
4	Promoting economically beneficial natural resource conservation alternatives.	Strengthened engagement of target communities in natural resource conservation having short and long term economic returns.

### **6.3 Promoting basic/quality education and adult literacy initiative**

Education is considered as one of the fundamental factors in bringing desired changes in social, economic and political arenas. The problem of access and quality has been the living challenges in the promotion of education particularly in remote and moisture deficit locations. There are many out of school children in the most parts of moisture deficit and drought prone areas. On top of this, the problem of high dropout at primary level has been significantly affecting the efficiency of the education sector in the lowland moisture deficit areas.

In this regard, the formal education system is not designed in a flexible approach to incorporate the seasonal migration need of children in the moisture deficit areas. The school calendar is uniformly set without taking into consideration the household labor demand of pastoralists and semi-pastoralist communities living in the moisture deficit areas. The combined effect of policy, cultural and ecological factors has been negatively affecting school participation of children in the VoCDA's target intervention areas.

The rate of drop out and repetition is relatively high in the secondary schools in comparison to primary education level. The main reasons are the location of secondary schools in most urban towns that are far away from most farmer households which are found in far rural areas. Thus, poor parents are not in a position to cover the cost of living of their children in the urban center and as a result boys and girls have been forced to drop school. When we see this in terms of boys and girls, girls are less attendants than boys as family are reluctant to let girls to go to urban centered schools because of cultural taboos and girls household labor services. The consequence of undesired dropout lead most boys to migrate in search of job while girls are being forced to early marriage. The impact of these problems have been creating frustration and shock on parents, students and teachers as well.

Thus, a coordinated effort is required to overcome the living challenge of education in the target areas. Student-section and student-teacher ratio are still remained very high in the target area schools. It will have an adverse effect on socio-economic development process as well. The problem of quality education is considered as a living challenge in the target area learning-teaching process, in this regard. The rate non-literacy adults is very high in the target area due to long standing various socioeconomic, political and cultural factors.

As part of the thematic focus, VoCDA intends to support the continuity of development efforts in the area of improve access and quality of education in integration with the need to promote adult literacy initiative. The intended program based support includes the promotion of alternative access centers and primary education improvement initiative. It also incorporates encouraging the effort towards improving educational quality in all level. The promotion of adult literacy through the integration of FAL and Reflect approaches.

In this regard, the objectives of the educational focused interventions are:

- Supporting the promotion of quality basic education for school age children in integration with enhancing equal access to learning opportunities of marginalized localities and girls, in particular;

- Enhance education participation of boys and girls in the secondary school through focusing on interventions that would help to overcome prevailing challenges; and
- Supporting the promotion of adult literacy that will enhance learning and empowerment opportunities relevant to local context.

In line with this, VoCDA will focus on the implementation of the following education focused interventions in the target area.

No	Major Intervention	Expected Core Outcomes
1	Providing support to enhance access to education in remote and marginalized localities.	Increased enrolment and completion rates of children in the target areas.
2	Promoting educational quality improvement initiative.	Improved educational quality at all levels in the target areas.
3	Support initiatives towards minimizing gender disparities in the educational participation.	Increased girls participation in education and reduction trend of early marriage.
4	Promoting adult literacy programs in integration with livelihood enhancement initiatives.	Enhanced capacity of adults in situational analysis and taking informed decision.
5	Providing support on the promotion of skills training for unemployed youths.	Enhanced capacity and competency of youth in creating job opportunities and income.
6	Promoting community based awareness raising on the values of education for children and adults as well.	Enhanced understand on the importance of education and literacy programs leading to increasing trend of participation.

## 6.4 Promotion of Water and Sanitation

Limited access to clean water and sanitation has been the serious challenge in many part of the country. The problem has a crippling effect on the potential and morale of women and girls, who are expected to play a significant role in the country’s development process. Irrespective of the stainless effort of government and non-governmental actors in the promotion of water and sanitation, the provision of safe water and sanitation facilities has been remaining a pressing challenge in the moisture deficit parts, particularly in the target areas of VoCDA’s intervention.

The other problem is related to the poor management of water sources that lead both people and animals to share from the same sources due to limited effort being made in protecting available springs, ponds and even hand dug wells. The situation has been leading to easy contamination by runoff, which carries everything from the surrounding, during rainy seasons as well as human and animal direct intervention. The problem of poor protection and limited utilization of latrine facilities has been leading children to suffer from water born diseases such as diarrhea, parasites and related diseases.

The revolving effect of limited access to potable water supply has been limiting educational participation of girls leading to increasing number of school dropouts from time to time. As schools lack access to potable water and usable sanitation facilities, the teaching-learning process in moisture deficit and drought prone areas have been facing challenging scenario. Thus,

program intervention in the area of water & sanitation is considered as one of key intervention in the second SP period.

In line with this, the objectives of promoting water supply and sanitation initiatives is to ensure that larger community, and specifically women and girls are free from sufferings arising from lack of safe water and basic sanitation.

No	Major Intervention	Expected Core Outcomes
1	Promoting support to enhance potable water supply coverage.	Reduced rate of water-borne and water-related diseases.
2	Promote WASH initiatives thereby reduce incidence of water borne diseases as well as time spent to fetch water	Reduced women workload and enhanced productivity as a result.
3	Promoting surface water harvest appropriate technologies to increase access to water sources	Increased access of livestock to alternative water sources and enhancing productivity in return.
4	Promoting awareness and alternative sanitation and hygiene facilities seemed appropriate to be adapted by the target households.	Improved attitude of the target community and enhanced sanitation and hygiene situation in the target area.
5	Promoting institutional WASH initiatives in the target area.	Improved access to water supply and sanitation facilities inside schools and health service centers.

## 6.5 Women and youth empowerment

Gender disparity has been reflected in the areas access to and control over resources due to the subordinate position given to women. In the target areas in similar to many parts of the county, there are imbalances to own land, inherit property, access to reproductive health, education, participation in community affairs and credit facilities.

Irrespective of the multi-sector interventions in gender issues, the target women are still sufferings from various forms of HTPs and limited level of participation in social, economic and political arenas. Violations of rights in the form of abuse and domestic violence added with the promotion of FGM, polygamy, wife inheritance, abduction, rape, tonsil scraping and early marriage are still have certain practical occurrence in some parts of the target area. On top of these, women have been the primary victim of recurrent drought in moisture deficit and drought prone areas. Women have limited decision making power in comparison to that of their counterparts regardless of their contribution in the economic and social matters.

Therefore the effort in promoting programs that would improving the status of women and girls in the target area are considered as important intervention in second SP period. In this regard, VoCDA has been striving to improve the situation of target women through promoting economic empowerment and participation in decision making process. So far, there have been significant encouraging results, and thus, VoCDA focuses on scaling up the good practices through strengthening the effort of working with poor women and girls towards ensuring empowerment in all relevant aspects.

In this regard, the objectives of women empowerment intervention is to ensure the attainment of economic and social capability of target women and girls. Accordingly the following program interventions are proposed to be covered in the second SP period.

No	Major Intervention	Expected Core Outcomes
1	Promoting women's livelihood development initiative.	Enhanced involvement of target women in IGA schemes,
2	Providing skill trainings on entrepreneurship and financial management.	Improved business skills, income and financial management.
3	Promoting adult literacy in relation to awareness raising on RH, HIV/AIDS, HTPs	Women and girls' self awareness improved in connection with enhanced literacy skills.
4	Promoting women's access to productive assets, capital formation alternatives	Enhanced access of women to better productive assets and income.
5	Promoting self help group and women's enterprises based engagement of target women.	Sustained livelihood basis and strong participation of women at household and political arenas.

## 7. Organizational Key Issues

Our vision statement and key priorities have implications on our organizational structure, competence, systems and culture. We believes that the achievement of our vision, mission, objectives, goals and key priority areas mainly depend on the way we are structured, the way we mobilize and use resources and the way we plan, organize, lead and control our team. To this end, we will review the organizational system and working culture to meet appropriate structural choice that would help to ensure the realization of organizational as well as societal goals.

### 7.1 Competence and Commitment Building

We define organizational value as the actions and attitudes of people in the organizations. Thus, organizational value is the acceptable standards which govern the behavior of individuals within the organization. Without such values, individuals will pursue behaviors that are in line with their own individual value systems, which may lead to behaviors that the organization doesn't wish to encourage.

Therefore, the VoCDA management will support and monitor organizational values that are internalized by each staff which enable him/her to face challenges, overcome physical hardship and build consistent commitment. The management and staff will evaluate organization work, relationship and behavior in line with organizational values by using a range of monitoring mechanisms such as creating forums between community, staff and government, using performance appraisal and peer review, organizing participatory review and reflection sessions, budget utilization reports, personal assessment, handling conflicts and observing relationship with others.

Competency and commitment building at leadership and staff levels will be strengthened through exposure visits, experience sharing opportunities, training, and team building exercises. Special emphasis and priority will be given to develop staff skills and competency in the areas of fund raising, participatory approaches tools and techniques, team building, project planning, implementation, monitoring and evaluation, women's empowerment and the likes.

## **7.2 Organizational Polices and Operational Systems**

Vision of Community Development Association (VoCDA) is an indigenous secular NGO operating in Arsi-Nagelle, Dodota, Adamitullu Jiddo Kombolcha and Dugda districts in Oromia Regional State through targeting 17 rural kebeles and one urban town as its intervention areas having population of more than 32,700 people. In the short term span of two to three years, the plan is to expand the operational coverage in additional kebeles within the current target woredas, while in the second half of the SP, the plan is to focus on program expansion into additional needy targets through undertaking socioeconomic feasibility studies in new districts/woredas.

The intended expansion demands additional capacity and resources that further requires commitment of leadership and staff in implementing ongoing activities successfully and have time to reflect and think ahead. The promotion of leadership competence and staff commitment will lead to improve organizational policies and operational systems that would enable to accommodate new issues, creative approaches while ensuring the maintenance of accountable and transparent systems.

In line with this, there is a need to focus on the importance of updating manuals (financial, human resources, and property management), adopting workable organizational structure at all levels, designing and employing information communication system and improving staff benefit packages will be considered as key internal focus. Furthermore, VoCDA will focus on the promotion of decentralized decision making process that will encourage program coordination offices to respond to local situations and emerging issues.

The application of regular program review and reflection as well as opinion survey initiatives will be given due attention in the second SP period. The focal points of such initiatives will be on the way the organization was evolving, the way we are working with one another and what we should do to ensure the attainment changes we are anticipating. Reviewing the impact of our operation on internal and external stakeholders will be the core agenda while opting for more achievements, we deserve focusing the importance of celebrating our success and excelling on areas of improvement.

### 7.3 Program Financing and Resource Projection

In the first SP period, VoCDA has managed raising 8,500,000.00 million ET Birr, and utilized 72.5% for direct program support and the remaining 27.5% for administration purpose. In the coming five years of the second SP, the plan is to raise 54,800,000.00 million ET Birr and to utilize, 80% and 20% for direct program support and administrative costs respectively.

In the second SP period, the effort will be to focus on strengthening strategic funding support of long term nature through undertaking donor mapping and building partnership linkage with potential funding agencies. In line with this, efforts will be made to develop funding strategies that would enable to maintain existing donors, and leading to identify and promote strategic funding support on the basis of long term program base funding approach while minimizing application for small grants.

In addition, adequate efforts will be made to mobilize internal funding sources in the form of income generation supported by community contribution. The local sources, in this regard, is expected to cover about 5% of the total fund in the SP period.

**Table: Fund Projection in the Second SP (in million Birr)**

<b>Income</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>Total</b>
<b>Donor Fund</b>	8.3	9.8	10.8	11.5	12.1	<b>52.5</b>
<b>Internal fundraising</b>	0.2	0.3	0.4	0.6	0.8	<b>2.3</b>
<b>Total Income</b>	<b>8.5</b>	<b>10.1</b>	<b>11.2</b>	<b>12.1</b>	<b>12.9</b>	<b>54.8</b>
<b>%age of internal fund</b>	4.8	4.8	5.55	6.59	7.33	<b>6.02</b>

## 7.4 Monitoring and Evaluation

VoCDA will strengthen M&E function in the second SP period. There will be a coordinated effort towards developing strong partnership in the process of implementing participatory M&E system that would improve program quality and effectiveness. There will be a special focus on building capacity of leadership and staff as well as key stakeholders in the application of participatory M&E. The intended capacity building initiative will also focus on the principles of action research and participatory review and reflection and processes.

The intention is to undertake mid-term and end of SPM II M&E initiative while there will be participatory review and reflection process on annual basis. In this regard, the mid-term and final M&E will be conducted by external evaluators while the annual review process will be handled through organizing representative of key stakeholders.

In the area of financial transaction, there will be annual based external audit process as well as regular effort towards ensuring accountable and transparent financial and other resource management application. To start with, quarterly and annual progress reports will be prepared and submitted to relevant stakeholders in general and particularly to the target community. In addition, demand driven reports could be prepared to identify and communicate the result of specific assessment and findings of critical review in core priority areas and/or topic of interest.

## 8. Risks and Assumptions

The period of SPM II in contrary to that of SPM I is assumed to face with situation of instability particularly in Oromiya region, the target operation areas of VoCDA. On top of this, the implementation of phase II GTP is expected to face with the challenges of El Nino effect and internal political instability that most probably challenge the operation of government structures at all levels. However, the instability situations in Oromia is expected to be stabilized in short times. The overall effect will be expected to reflect in the performance of VoCDA in general and effective implementation of SP II in particular.

The global development support has been providing more focus on migration crisis the Europe countries have being challenged with. This is expected to influence the donor community to divert their support towards mitigating migration crisis in global context and emerging famine in the lowland of Ethiopia.

Thus, the effort of VoCDA in accessing for funding support will be faced with multiple risk factors of local, national and global nature. As a consequence, the effort of generating development focused funding support will be faced with various challenges that most probably will affect the application of intended plan in accordance of this SP II.

To cope up with the unfavorable present and future situations, VoCDA will focus on devising feasible strategies that will enable to strengthen internal resource generation capacity while providing paramount attention towards building strategic funding partnership at national and global arenas.



## SWOT matrix of SP II

	<p><b>Strength:</b></p> <ol style="list-style-type: none"> <li>1. Committed and competent leadership and staff;</li> <li>2. Decentralized decision making process;</li> <li>3. Build trust and reputation among key stakeholders;</li> <li>4. Needs responsive project implementation approach.</li> </ol>	<p><b>Weakness:</b></p> <ol style="list-style-type: none"> <li>1. Limited funding base leading to insufficiency of budget to address burning needs at community level,</li> <li>2. Limited benefit package and career development support to retain experience staff,</li> <li>3. Limited capacity to mobilize internal resources.</li> </ol>
<p><b>Opportunity:</b></p> <ol style="list-style-type: none"> <li>1. Sound policy in providing direction for CSOs involvement in poverty eradication sectors;</li> <li>2. Clarified guideline to direct possible engagement of CSOs in internal resource mobilization initiatives;</li> <li>3. Technological innovation in supporting improvement of production and productivity of agri-sector;</li> <li>4. Encouraging trend of community institutions in supporting development initiatives;</li> <li>5. Global movement towards combating climate change through strengthening partnership in fighting poverty;</li> </ol>	<p><b>SO: (Strengths V Opportunity)</b></p> <ol style="list-style-type: none"> <li>1. Program diversification and expansion of interventions targets;</li> <li>2. Promoting action research to address learning and knowledge sharing;</li> <li>3. Capacity building of community institutions towards enhancing participation and facilitate social transformation;</li> <li>4. Partnership building with government and non-state actors in antipoverty campaign.</li> </ol>	<p><b>WO: (Weakness V Opportunity)</b></p> <ol style="list-style-type: none"> <li>1. Improving financial, human resources, and property management manuals;</li> <li>2. Introducing feasible and attractive staff benefit packages;</li> <li>3. Diversify funding base and strengthen strategic partnership.</li> </ol>
<p><b>Threat:</b></p> <ol style="list-style-type: none"> <li>1. El Nino and its negative impact on food security situation;</li> <li>2. Unfavorable policy direction related to CSO operation guideline that restricts the application of 70:30 program to administration fund utilization scheme and the pressure it has on the overall operational effectiveness;</li> <li>3. Incidences of drought and corresponding famine situation due to unexpected climate variability;</li> <li>4. Decline trend of donor funding due strategic shift to global burning issues like the European migration crises.</li> </ol>	<p><b>ST: (Strengths V Threats)</b></p> <ol style="list-style-type: none"> <li>1. Improving fund raising capacity and efficiency in program implementation;</li> <li>2. Providing coordinated focus on integrated development program and emergency response initiatives;</li> <li>3. Trust building and maintaining strategic partnership with existing and potential donors;</li> <li>4. Strategic focus on innovative program approach that facilitate the generation of internal income from local sources.</li> </ol>	<p><b>WT: (Weakness V Threats)</b></p> <ol style="list-style-type: none"> <li>1. Promote creative thinking that enables to overcome weaknesses through reinforcing strengths;</li> <li>2. Developing comprehensive fund raising strategy to reduce threat related to competition for funding;</li> <li>3. Apply cost containment strategies to reduce threat related to 70:30 requirements.</li> <li>4. Engage in internal fund income generation alternatives.</li> </ol>

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