



**ACTIONAID ETHIOPIA INTERIM
COUNTRY STRATEGIC PLAN
(2010 -2011)**

JANUARY 2010

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Dear Colleagues and Partners,

This Interim Country strategy Paper (ICSP), a bridge between the just ending CSP III and the upcoming CSP IV, is a result of a relatively rapid review demanded by multiple and equally rapid developments and challenges from outside and within the organization. External changes include the global and domestic financial and economic turmoil expressed through declining revenue which is further hit by inflation and exchange rate fluctuations. The newly enacted Charities and Societies Proclamation redefined work on promotion of human rights, democracy and justice as no-go areas for INGOs and local organizations earning more than ten per cent their budget from foreign sources. Internally issues of programme quality, focus, linkage and documentation needed to be addressed.

While these contextual elements required adjustments in the medium term, the changes were built on a more stable organizational foundation. The centrality of poor women and men and our commitment to join hands with them and other pro-poor institutions; our vision of a poverty free Ethiopia; attachment to and observance of our core values will continue to guide our work and relations. In addition to ensuring viability and relevance to the context and lived realities of the poor, the opportunity of developing this ICSP was used to enhance harmony with our the Africa Strategy Plan (2005-2010) named ‘Another Africa is Imperative’ and the International Strategy (2005-2010), ‘Rights to End Poverty’. The 2010/11 timeframe for this ICSP is set to allow for adequate transitional learning on the changing context and harmonize the schedule for the formulation of CSP IV with AAI which will start taking stock in 2010 for the new global strategy beyond 2012.

Considering the rapid unraveling of events in the economic and legal terrain and the urgency for adjustment, commendable and successful efforts were made to ensure the involvement of staff, partners and above-country colleagues in the process of defining the challenges and framing this ICSP. I thank all who gave their time and energy for the betterment of the process as well as the product. I would like to extend the special appreciation of the Lead Team to the colleagues of Programme Development Department who led us all for the realization of this good work. I now call upon staff and partners to meet the challenges of translating this guide on the ground with the poor and stakeholders while working towards the shaping of our next CSP IV.

Retta Menberu

Country Director

1. BACKGROUND

Over the past nineteen years ActionAid Ethiopia has evolved through three distinct development phases. The first phase (1989 – 1993) was characterized by micro-level welfare and service delivery projects. The second phase (1994–1998) which started with the preparation of the first Country Strategy Paper (CSP) provided the framework for growth and increased coverage. During this period, the CP emphasized the importance of community organization around savings and credit activities, participatory approaches in planning and helping the emergence and development of local CSOs. It also gave exclusive focus to the poorest households. The CP expanded its services to ten Development Areas (DAs) and opened itself for greater partnership-based works. During this period, advocacy in favor of alternative approach to expand basic education (ACCESS) started.

The third phase began with the second CSP (2000–2004), which coincided with Action Aid’s global strategy called *Fighting Poverty Together*. It endorsed four key strategies: *local poverty eradication initiatives, public policy advocacy, partnership against poverty and institutional capacity building* with a marked shift towards a rights-based approach to development. These strategic choices guided the CP to fight poverty and the structural constraints that cause it. During this period the organization went through substantial organizational change processes and introduced various policies, approaches and working methodologies to capacitate staff to make the necessary shift in orientation and programme development. AAI-E broadened its engagement areas and increased and diversified its networks and partners during this phase. The third CSP, though a continuation of the last CSP, is substantially different in its analysis of the causes of poverty and its choice of strategic objectives. It provides deeper and holistic understanding about the dynamics of poverty. It goes beyond CSP II, and emphasized the centrality of rights based approaches and governance issues in AAI-E’s work

Apart from numerous short term and mid-term projects and other capacity building supports to CSOs and government in different parts across Ethiopia and around various thematic areas, AAI-E has been operating long-term and integrated development programmes (ranging from 10 to 13 years) in 26 woredas of Tigray, SNNPRS, Amhara, Oromia, and Benishangul Gumuz regional states and Addis Ababa. Of these, AAI-E phased out from ten woredas namely Alaje & Hawzen (in partnership with REST in Tigray); Wadla, Dessie & Lalomama (in partnership with ORDA, Forum on Street Children and the Agri-Service Ethiopia respectively in Amhara); Dalocha & Koysa (SNNPRS); Adama (in partnership with VISION, which still gets support in 2009, in Oromia); Entoto, Addis Ketema & Nifas Silk Lafto (in partnership with ProPride and WISE in Addis Ababa).

Currently, AAI-E is operating long-term integrated development programs in 18 *woredas* in five regional states. Moreover, it is working with and supporting various national NGOs, government sectors and academic institutions in Addis, Diredawa, Oromia, SNNPRS, Benishangul Gumuz, Tigray, Amhara and Afar regional states on various development agendas through its regional offices and from the centre¹.

2. INTRODUCTION

CSP III ends in 2009, a year before AAI’s current strategy, Rights to End Poverty, which comes to end in 2010. Needless to say, developing AAI-E’s new strategy ahead of AAI would affect its coherence in terms of prioritizing thematic areas, strategies and measuring changes. Therefore, in order to retain our global institutional strategic coherence and operational harmony, AAI-E will adopt this interim strategy

¹ Refer annex one to see AAI-E’s current long-term operational Development Areas and its geographic coverage

whilst formulating a longer term strategy for adoption in 2011. Beyond considerations of institutional cohesion and coherence within the global AAI family, the external operational environment has experienced significant uncertainties due to global financial crisis and the new Ethiopian Charities and Societies Proclamation. These factors combined constitute compelling reasons for AAI-E to delay developing the fourth CSP. The course of action adopted by AAI-E will enable it to stay in step with the AAI global strategy development processes as well as statutory requirements imposed by the new legislation in Ethiopia.

This interim Country Strategic Plan (2010 – 2011) is a continuation of CSP III (2005 – 2009). In order to ensure compliance with legal and operational requirements, this ICSP has deliberately made some changes and modifications to operational structure and the overall development approach, strategies, thematic and sub-thematic priority selection and focus.

The programme work focuses on continuing operations in areas where AAI-E has best experience mainly at grassroots level and to further strengthen and replicate them. As intimated above, change has also been made to the organizational structure, staff size and competences. These changes are aimed at improving programme focus and quality, inter-linkages, cost-effectiveness whilst ensuring compliance with the new Charities and Societies proclamation. They reflect AAI-E's effort to respond to the global financial crisis and local inflationary factors.

The Structure of the ICSP

The ICSP has nine major sections; the first three sections discuss highlights of AAI-E's evolution in the last 19 years from micro-level welfare and service delivery organization to an institution that promotes rights based approach to development. This part of the ICSP also briefly outlines AAI-E's geographic expansion, major partners and current operational areas. The sections also detail the major processes adopted in the course of developing the interim CSP.

The fourth section is about the current national level poverty situation and its characteristics and major global level circumstances that could particularly affect –either negatively or positively -the current and future national context. A thorough assessment of the national poverty situation in selected geographic areas and other elements of the operating environment informed the selection of the key programme priorities, strategies; as well as the appropriate organizational changes aforementioned that further enable AAI-E fit and remain dynamic during the interim CSP period.

AAI-E's major performances and achievements during the CSP III period are discussed in the fifth section. AAI-E doesn't originally intend to introduce completely new areas of priority but to build on previous best experiences in a manner that provide us leverage to influence others to replicate them.

Section six and seven describe our core vision, mission, values, mission objectives, core strategies which are also AAI-E's expressions of true identity. Moreover, key thematic areas and their focus, core actions and expected outcomes at the end of the interim CSP period are detailed here.

The enabling environment that AAI-E should internally create in its leadership, structures, systems, programme financing, accountability assurance mechanisms and commitment in making gender central to programme works and staffing are detailed in section eight.

Section nine, in addition to threats, is about essential conditions we expect them to happen mainly in the external environment to smoothly operate and achieve the overall objectives of the period.

Finally, due to internal and external matters calling for immediate actions and nature of strategic plan that AAI-E opted to produce, the CSP formulation has not passed through all conventionally established processes. However, as explained in section three, important aspects in the formulation process have been considered.

3. THE INTERIM STRATEGY DEVELOPMENT PROCESS

The interim strategy development process was led by Change Management Team, which comprises senior management team members with considerable support provided by the Country Director, other staff members and ActionAid International East and South Africa Region.



Internal rapid CSP III programme review was conducted by PRAD and Programme Effectiveness Department staff to examine AAI-E's extent of programme performance against the set objectives and strategies of CSP III. Similar exercise was undertaken by Finance and Fundraising team in order to evaluate AAI-E's performance in terms of meeting the plan on programme financing and resource projection both regular giving through child sponsorship and official funding. Likewise a review was made on the accomplishments of HR and OD functions, which was supported by external consultant. Moreover, an external reviewer was hired to assess the implications of the new Charities and Societies Proclamation on AAI-E's operation. Various discussion sessions were organized to reflect on and refine the outputs of each review and assessment and changes made as a result of this reviews.



During the interim strategy development, in addition to the outcomes of each review mentioned, PASDEP progress report 2006/07, Another Africa is Imperative (AAI Africa Strategic Plan 2005 – 2010), UNDP reports, Rights to End Poverty (ActionAid International strategy 2005 – 2010) and other country programme experiences were thoroughly referred to determine AAI-E's choice of priorities and strategic directions. Subsequently we revised the CSP III vision, mission and values and identified major focus areas for the CP to pursue over the interim strategy period.



Consecutive staff discussion sessions were organized at all levels and their feedbacks were incorporated. Moreover, similar consultation forum was organized to AAE long-term partners who gave us valuable comments to enrich the ICSP.

4. OPERATING ENVIRONMENT

4.1. Nature and Characteristics of Poverty in Ethiopia

The poverty in Ethiopia is a result of multiple factors of economic, social, environmental, technological, political and institutional nature that collectively impact on poor peoples' livelihood. The rate of poverty fell from 44.2% in 2000 (the baseline year for Ethiopia) to 36.5% in 2005, with similar changes for the proportion of people experiencing hunger. Despite the relatively high economic growth, over 10% per annum, and progresses in poverty reduction and governance, Ethiopia, with annual average per capita income of US \$180 in 2005/06², stands 169th out of 177 countries.³ Although there is report that total production of major crops during the main season increased to 149 million quintals (12% increase over 2005/06), Ethiopia is challenged by soaring food price escalation, which is painful particularly to the urban poor. The country has been hit by cyclic drought that comes on average in 10-15 years time. However, recent phenomenon indicates that the cycle has decreased to 5-10 years.

HIV/AIDS is in turn aggravating the crisis of poverty by eroding household incomes and constraining the national endeavor on education, health and food security. HIV/AIDS is increasing number of AIDS orphans, new forms of households headed by children, women and elderly; as well as unmatched burdens on girls and women in infection, caring and supporting PLWHA. According to Ministry of Health (MOH) single-point estimation the national HIV adult prevalence in 2009 was estimated at 2.3%. As estimated in 2009, there are 1,116,216 (59% females) people living with HIV/AIDS and 855,720 AIDS orphans. Among the HIV positive people in the country the number of people who need antiretroviral has reached about 336, 160 of which about 120,000 are ever on treatment and 40% of the clients defaulted due to various reasons.

According to PASDEP⁴ Annual Progress Report, the number of students in primary schools increased to 14 million taking the gross primary enrollment ratio to 91.6%; Net Primary Enrollment ratio for school age children (7-14) has increased to 78.6%; gross first cycle secondary enrollment reached 36.2 %; the annual intake capacity of higher education has increased to 48,053(male 34,511 and female 13,995) bringing the total number of students in universities to 180,000 in 2006/07". Even though there has been such significant stride in physical coverage, much more leaves to be desired in ensuring quality standards. The country's achievement in education is challenged by high dropout rates and high repetition rates in primary schools; pupil-section and pupil-teacher ratio in secondary school has still remained to be high; low level of access to primary education in some regions; and low level of higher education. The adult literacy rate is about 40% which is among the lowest in Sub-Saharan Africa.

The situation of women and girls who make up 50% of the Ethiopian population has significantly improved in the past decade due to the efforts of government and non-government actors. Notable gains were made in the improvement of the policy frameworks that ensure equal opportunities for women and girls. Since the introduction of the Constitution in 1995, revisions have been carried out to subordinate laws such as the family law, the criminal law, labor law, pension law and nationality law. Among other things, these laws provided better legal guarantees for women's protection from violence including harmful traditional practices such as FGM, equality in marriage relations, equal opportunity at work and better rights for working mothers. There are, however, critical gaps and areas for improvement to enable women and girls fully realize their potentials to benefit from and contribute to the country's development initiatives. Women's social well-being is challenged by many factors. There is high maternal mortality rate (671/100,000 live births). Antenatal and post-natal health coverage is 52% and

² Report by MoFED for 2007 Annual Ministerial Review

³ UNDP HDR 2007

⁴ PASDEP Annual Progress Report 2006/07, Ministry of Finance and Economic Development (MoFED), December, 2007, Addis Ababa

19% respectively⁵ while attended delivery is only 15%⁶ Severe health problems such as obstetric fistula are still being experienced by significantly large number of women (DHS, 2005). Women are disproportionately affected by HIV/AIDS, the female prevalence rate being 2.6 as compared to 1.7% for males (PASDEP APR 2006/2007). Women's exposure to violence including HTPs has been found to increase their risk of exposure to HIV/AIDS (AAI-E, 2007).

On the other hand, there is remarkable progress in road network development in rural and urban areas. Access to clean water supply at national level reached 52.46% (82.02% for urban and 46.39% for rural) which is an area that needs adequate investment in the future. Population with access to telecommunication is increasing in urban and rural areas. The construction of the on-going five main hydro electric power generation stations with a total capacity of about 3,000 MW is another opportunity for the country to earn more foreign exchange and satisfy internal power demand.

Government and other political actors should emphasise on deepening dialogue to make the democratization process stronger. More and visible work is also required to reduce the existing vulnerabilities of the urban poor, particularly women, through intensifying the current micro and small-scale enterprises initiatives and introducing further jobs creation opportunities that target the poor. Moreover, the new Charities and Societies Proclamation should create conducive operating environment for CSOs to play active role in the fight against poverty and its root causes in Ethiopia.

4.2 Global Situation

We realize that the effectiveness of the fight against poverty and its root causes depends, among other things; on the extent we understand the interdependence and interaction of global forces and phenomena. The existing unjust international terms of trade, the undemocratic international economic governance systems, the debt burden, the scourge of western caused climate change, low levels of foreign direct investment and tied development assistance have collectively combined to deepen the impoverishment of Ethiopian small holder farmers, rural folk, women, the urban poor, youth, and the elderly. Often developing country governments are forced to expend huge sums of money and other resources addressing short-term humanitarian emergencies caused by a combination of these factors. Ending poverty will require that these global injustices be addressed in a partnership between the people and the Ethiopian State. AAI-E sees its role as that of addressing the immediate needs of the poorest of the poor in line with Ethiopia's national development plans and also highlights the global injustices that reverse the gains of national level development partnerships.

The present global economic crisis has severely eroded Ethiopia's foreign exchange earnings from primary products such as coffee, hides and skins, sugar, flower, and textiles. The sluggish turn-around within the global economy also means that the performance of the hardest hit sectors of the Ethiopian economy may take some time.

The dominant and often dogmatic neoliberal approach to development prescribed by international financial institutions (IFIs) has significantly shrunk the policy space available to developing countries whilst attempting to forcibly integrate weak African economies into an uneven global economy dominated multinational corporations and western interests. Instances of forced liberalization and down-sizing of the state have also seriously compromised the ability of the nation-state to deliver quality public services to its peoples, let alone effectively regulate economic transactions within their domain. Action Aid believes that poverty can not be eradicated nor sustainable development achieved without strong and strategic states. The last two decades have aptly demonstrated how neo-liberal policies erode poor countries' ability to respond to local needs and priorities.

⁵ PASDEP APR 2006/2007

⁶ MOH, 2005/6

Conditionality imposed by multilateral institutions such as the World Bank and IMF and trading rules designed by WTO, which are ardent instruments of this ideology, are aggravating the situation of the poor in many places. They are forcing poor countries' governments to liberalize their key economic sectors by the different groups to form a market, privatize important public enterprises and rollback from providing essential public goods and services such as education, health, water and electricity. They prepare the ground for free reign of multilateral institutions and transnational companies that account very little to people whom they affect negatively. These same institutions including some official aid agencies are deeply involved in the national policy formulation processes while negatively affecting the state–society relations and eroding the sovereignty and authority of national governments.

The recent global financial and the ensuing economic crisis and the soaring national inflation added to the living vulnerabilities present a glaring contextual factor that demonstrated the disproportionate burden carried by the poor and marginalized people, a burden that resulted from a crises which is the result of excesses and negligence of the powerful. The volatile price of primary agricultural produce, fuel, exchange rate fluctuations are determined by factors far from the poor. The global climate change and its unraveling and projected catastrophe is another testimony to the fact that the poor are on the receiving end of this increasingly interdependent world. In reality the global north owes Africa an ecological and moral debt, which AAI-E believes requires compensation and not new debt deals.

The state of Ethiopia's development has been further frustrated because of the country's geopolitical position within the Horn of Africa, which is marked by instability and political volatility. The unresolved conflicts between Eritrea and Ethiopia, Eritrea and Djibouti, the weak transitional government in Somalia unable to contain or moderate extremism and the growing piracy, the Darfur conflict in the Sudan and the recent regrettable post-election violence in Kenya, the worsening food crisis and draught across the horn suffice to show how shaky and vulnerable the sub-region is. Ongoing efforts to link the sub-region through highways and power grids and endeavors to resolve cross border conflicts and tensions must incorporate broader regional and global geopolitical dynamics and evolving concerns and interests of economic, political and religious nature.

Global movements around MDGs seem to offer a glimmer of hope for global solidarity and cooperation to fight extreme poverty. There is greater understanding and convergence today that eradicating poverty and ensuring human rights are cornerstones for global peace, stability and security. At the continental level, the formation of African Union and initiatives such as NEPAD, APRM and regional economic communities and institutions such as Pan African Parliament and Africa Court of Justice present both opportunities and challenges to initiate an African-led development programme that is founded on people's participation and self-determination.

The unprecedented level of ICT development, increased global connectivity through different mechanisms such as the Internet, faster transportation facilities and quicker movement of capital and knowledge across countries and continents are opening greater opportunities and chances to form coalitions and build a global movement against poverty and injustice.

5. AAI-E'S PERFORMANCE DURING CSP III (2005 -2009)

AAI-E employed six core strategies during CSP III period: rights based approach, participatory approach, policy research & people-centred advocacy, capacity building, partnership, alliance building & networking and information, communication & technology. It has been operating in five thematic areas (Food security & emergency response, HIV/AIDS, governance, Women Rights and Education) since the current CSP III has become operational in 2005. According to CSP III Rapid Review report (March 2009), all programme activities undertaken were found encouraging in terms of contributing for

the success of organizational mission objectives. Moreover, efforts made at all levels to pursue thematic and core strategies is also found strong.

Food Security was by far the largest intervention of AAI-E' and its major grassroots activities include crop development, natural resource development, organizing and capacity building of CBOs, livestock development, primary health care promotion, clean water development and emergency response. Each of these activities has a range of other sub-activities. For instance, crop development involves fruit and vegetable production, small scale irrigation, training and introducing improved seed varieties. As a result of these initiatives, considerable poor households have built assets and reduced vulnerability to shocks through various skills enhancing training and other supports designed to improve production and productivity. National and regional level functions have focused on activities such as food value chain analysis, land use and administration policy study and establishing national and regional level food security networks. AAI-E has provided life saving and livelihood securing assistances to various communities affected by natural disasters and conflicts in DAs and other parts of the country. Notable achievements have been recorded in improving poor households' income enhancing production and productivity.

AAI-E has adapted three-pronged approaches/models to mitigate the impacts of HIV/AIDS: supporting the establishment and capacities of institutions of PLWHA, enhancing the capability of HAPCOs from federal to District/Kebele level, and building community organizations and initiatives for effective and innovative grassroots response. As a result AAI-E can proudly to be part of the realization of many PLWHA organizations and networks including the National Network of PLWHA currently managing the Global Fund worth USD 25 million. There are demonstrable gains from the capacity-building work done to the government sector across the decentralized chain. CBAP programme in 27 woredas and 270 Kebeles in Oromyia, Amhara, SNNPRS, Benishanguel Gumuz, Tigray regions and Addis Ababa. Providing financial and technical support to partner NGOs, CBOs, government and community at large were major activities undertaken during promoting the CBAP model. For instance, over 75,000 community members and religious leaders were reached in CBAP mobilization and sensitization activities. STAR is a community driven and people centered approach and facilitates and supports the direct participation of people in the fight against the virus through joint reflection, planning and action. So far a total of 46 STAR circles are established. As a result of practicing these models, the level of awareness on HIV/AIDS and its prevention has grown in all woredas where CBAP is functional. STAR circle members start to analyze HIV/AIDS from trifocal (gender, right and HIV/AIDS) lenses. In addition to providing financial and technical support, AAI-E has delivered capacity building training to government, CSOs and FBOS on leadership, management and organizational development, monitoring & evaluation, learning and documentation, policy advocacy, and fund mobilization & allocation which aimed at enhancing the national HIV/AIDS response.

Along with promoting equitable education for all citizens, the significance of providing alternative basic education through the *ACCESS* approach has been considered as one main strategy in rural and remote areas where there are school age children without adequate access to basic education. In this regard, ActionAid has been providing support to the establishment of 100 *ACCESS* centers; strengthen the capacity of *ACCESS* Management Committees and government education personnel; organizing basic & refresher training for facilitators and paying their honorarium until government and community fully takeover *ACCESS*; providing basic teaching and learning materials; and adapting or developing curricula materials. Moreover, support was provided to the formal education system through upgrading and expansion of the primary schools, building additional classrooms and libraries, teacher training, and provision of other facilities to ensure the smooth transfer of children from *ACCESS* to formal schools and enhance education quality. Such linkage that is created in most areas with the formal school system

has also helped poor children to make the transition from *ACCESS* centers to formal schools more easily. *ACCESS* centers have been built within a reasonable distance from a second cycle formal schools and serve as a satellite or feeder schools to the next cycle.

As part of efforts to create access to education for children, AAI-E has worked with the MOE at national and regional level to respond to the rights of children to free and compulsory education; initiated and supported the establishment of a GO_NGO forum in the area of education; supported local NGOs working in the area of basic education to strengthen the policy dimensions of their activities; supported emerging regional; piloted Inclusive Education targeting disabilities; and worked with basic education associations network that involves 66 member NGOs at national level.

AAI-E can be proud of its engagement and notable achievements on addressing the issue of social exclusion in SNNPRS. The Bonga social minority program that had run for four years with the support of EU is one of such initiatives of AAI-E. The central objective of the project was to integrate minorities into the social structure and access public services without discrimination. The impact of the project reached to more than 281, 364 minorities in the neighboring woredas (or in Kaffa zone). Concrete changes were observed in the participation of minorities in social, political and economic lives in the woreda. Moreover, an awareness raising campaign on human, democratic and constitutional rights by involving youth groups drawn from different higher institutions and universities including Addis Ababa and Mekele Universities; community radio programs to enhance communities' awareness and participation on socio-economic matters (Janamora DA); supporting a research and dissemination on the situation of disability in Ethiopia; monitoring of PRSP/SDPRP, using citizen report card tool in partnership with PANE; conducting research and advocacy on restorative justice; carrying out researches and advocacy efforts on corruption and ethics pertaining to public institutions as components of anti-corruption campaign; the justice and law radio program of Tigray and TV programme on good governance with the objective of raising the awareness and consciousness of the public on human rights and democratic governance; publication and wide dissemination of pocket size 20,000 copies of the federal constitution have been major activities of the theme so far. Government, mainly at regional level, was the major partner to AAI-E while implementing many of such projects in Governance Theme.

Women's rights engagements of AAI-E focused on five priority areas which were reducing violence against women (VAW), addressing the link between HIV and VAW, promoting the land rights of women, enhancing women's decision making and facilitating the economic empowerment of women. Under the objective of reducing VAW, enhancing people's awareness and consciousness about the different forms of violence was among the commonly undertaken initiatives at all levels. In this direction several workshops and forums were carried out and IEC materials produced and disseminated. With the same objective in mind, international days of March 8 and 16 days of activism were marked through panel discussions, public rallies, running races, question and answer programs, etc. These initiatives have in some areas resulted in the reduction of some forms of harmful traditional practices such as early marriage and FGM. Improving the administration of justice and availing legal aid to victims of violence and injustice was also one of the areas of intervention. Hence, thousands of women were able to access legal services. The police institution at national and regional level was supported to introduce a gender sensitive police training curriculum as well as to put in place a child and women friendly unit in duty stations. AAI-E has also been actively taking part in the national gender based violence campaign coalition which is an anti-VAW advocacy group formed in 2006. With a view to addressing the intersection between VAW and HIV, a research on the intersection between VAW and HIV was produced and disseminated widely through different mechanisms including in a CD format, through the media and workshops. AAI-E and its partners have also carried out a one year campaign using the motto Women Won't Wait End HIV& VAW. Now! At national level, AAI-E and its partner

NEWA had a study on land policy and practice conducted and disseminated during 2007. On the basis of the findings of such study, AAI-E and its partner NEWA have since then carried out activities aimed at narrowing the gap between the workable policy and its implementation on the ground. In the case of enhancing women’s leadership, interventions have been made to build the capacity of women leaders in the legislative and the executive bodies. Similarly institutional capacity building was extended to women’s affairs machineries and associations. Enhancing the socio-economic empowerment of women and girls was a common area of engagement especially at DA level. Organizing women in saving and credit associations, income generating groups and providing them with financial and technical support was extensively done at DA level.

The CPs total actual income (2005 – 2008) was GBP19, 362k (which is almost equivalent to Birr 326,390k) against its target £26,304k for the same period. Therefore the total achievement was 74%.

6. OUR IDENTITY

AAI-E is a branch of ActionAid International (AAI), which is a unique global partnership of people, organizations and social movements that is committed to end poverty. ActionAid International works with the poorest of the poor in Africa, Asia, Latin America and the Caribbean. AAI has been operating in Ethiopia since 1989 mainly in six regional states and other urban and pastoralists’ areas where the majority of the people lack basic necessities. AAI-E focuses on strengthening poor people’s and their organizations’ capability to own and lead their own development.

6.1 Vision, Mission and Values of AAI-E

- **VISION:** A poverty free Ethiopia where women and men realize their potential and live in dignity and prosperity
- **MISSION:** To work in genuine partnership with poor women and men to eradicate absolute poverty
- **VALUES:** AAI-E has the following eight values that govern its belief, behavior and actions

Courage conviction: of We nurture a working environment that supports creativity and courage but principled actions without fear of failure

Equity justice: and In our relationships and dealings with people and institutions we endeavor to ensure that all people, irrespective of gender, ethnicity, location, political affiliation, health status including HIV/AIDS and religion have equal opportunity to develop and utilize their potential

Integrity: We uphold the highest degree of honesty, transparency and accountability in the discharge of our duties and responsibilities and in our relationship with others

Solidarity with poor people: At all times the need of poor women and men takes primacy in all our decisions and actions.

Mutual Respect and Trust: We recognize and respect the innate value, potential and power of all people.

Quality: We work with a sense of professionalism, cost effectiveness, and value for money.

Humility: In our presentation and behavior we recognize the enormity of the task; and we believe that we are part of a wider alliance against poverty

Independence: Our approaches, relations and actions are free from any religious, ethnic or party political affiliation

6.2 Purpose of Existence

AAI-E's analysis of poverty and its experience in fighting poverty since its inception indicate that unequal power relations and opportunities existing between the North and South, rich and poor, men and women, as well as boys and girls reside at the heart of poverty. Unless poor and marginalized people are placed at the centre of the national and global policies and strategies, global poverty will deepen threatening the livelihoods and future of poor and excluded people. The net effect of uneven development at the local, national, regional and international levels doubly affects women and girls due to various factors such as low levels of literacy, income poverty and lack of decision-making power. AAI-E's purpose of existences is, therefore, to contribute in the struggle against poverty and such root causes together with its partners and supporters.

6.3 Mission Objectives

AAI-E's mission is to ensure that poor people effectively participate and make decisions in the eradication of their own poverty and their well-being generally. AAI is part of an emerging global coalition against poverty seeking to enhance the direct agency of poor people in making the world a better place to live in.

AAI-E strongly believes that peoples' organizations and global coalition against poverty and enhancing the agency and action of poor people can make the world a better place to live in. The purpose of our existence and the mandate to operate in the interest of the poor people emanates from our strong belief in peoples' capacity, deeper understanding of poverty and its causes and from the experience we have with many poor people in real situation

- **Mission Objective One:** Develop the capabilities of poor women and men to secure sustainable livelihoods
- **Mission Objective Two:** Enhance collective capacity to respond to the needs of poor people through working with development partners and stakeholders

6.4 Core Strategies

We recognize that the two mission objectives are very much inter-related. Hence it is imperative to adopt the following holistic and crosscutting strategies in order to achieve these objectives:

PARTICIPATION

Genuine participation of people will be at the core of our programme and partnership development. Special emphasis will be given to poor people, women and girls to participate and make decisions in all important phases of projects initiated by ActionAid. Various participatory approaches including participatory review and reflection processes and participatory planning and budgeting will be used as inclusive processes of priority setting and the development of a culture of participatory decision-making. Likewise, our partners and stakeholders at all levels will participate in our initiatives from their inception to evaluation cycles to ensure local leadership, control, ownership, linkage and sustainability.

ADDRESSING IMMEDIATE AND BASIC NEEDS

AAI-E will continue to provide essential support and services in the form of training, information, materials and funds or emergency relief so that poor people can address their immediate needs. We view the delivery of services not as an end in itself but a means to let communities participate, make decisions, and partner with other concerned development actors. We view this as means to ensure that affected communities sustainably get the intended benefits and do not become dependent on external support beyond the immediate situation of emergency. In providing basic services we strictly adhere to the principles of complementarity and value addition in line with the Ethiopian government's national/regional development plans. In this regard, We, therefore, actively seek to ensure that we do not duplicate the state's roles and actions. AAI-E recognizes that the state is the primary actor in development and has a mandate to define parameters of development interventions through the national development plan and other statutory instruments. However, when necessary we will act to address the immediate needs of communities with whom we work.

CAPACITY BUILDING

Major emphasis will be given to develop the capacities of poor people to deal with poverty and its causes through sharing skills, knowledge and resources. AAI-E will support CBOs and local organizations to initiate transformative processes that support communities to challenge and change harmful local norms, beliefs and practices that perpetuate poverty. Positive norms and practices of communities will be promoted. Where the Ethiopian state has adopted legislation to address poverty and/or any of the focus of our work, AAI-E will –in partnership with relevant government departments/agencies-assist in awareness raising, implementation, monitoring and evaluation. Our capacity building effort towards local partners will be also geared to develop their ability to facilitate people's capacity to own, lead, monitor, evaluate and sustain development initiatives. Providing training, information, exchange opportunities and feedback review and reflection processes gives the backbone for our capacity strengthening work.

PARTNERSHIP AND NETWORKING

We realize the fact that poverty is complex and multi-faceted phenomenon and in today's globalised world, peoples' livelihoods are affected by decisions and choices made by others beyond one's locality or national boundary. It is therefore imperative to create greater solidarity and collaboration with other development actors that help to promote collective agenda. AAI-E will develop partnerships with a range of key actors, including NGOs, academic and research organizations, CBOs, media and networks. It will continue and strengthen its effective collaboration and critical engagement with government at all levels. Working in this way enables us to maximize our contribution towards eradicating poverty while complementing the efforts of others, and especially the government?

KNOWLEDGE

AAI-E generates knowledge through conducting action researches, programme appraisals, assessments, case studies and participatory review and reflection

GENERATION, DOCUMENTATION & SHARING

processes with communities and partners. It will strengthen its documentation practice through establishing a system that ensures the flow of information from grassroots to national level. Sharing knowledge on our best practices to communities, partners and other relevant stakeholders will be given emphasis. To realize this, AAI-E will put in place and use appropriate ICT mechanisms. It will also explore all possible opportunities to use multi-media tools in order to impart knowledge that nurtures culture, thoughts and practices in the poverty eradication process.

7. KEY PRIORITIES

During the interim CSP period (ICSP), AAI-E will focus on four thematic priorities: Food security & emergency response (FSER), Education, Primary Health Care & HIV and AIDS (PHC & HIV/AIDS) and Women Development. To realize the organizational commitment to ensure programme focusing and quality, each theme would give emphasis to few selected activity areas. (Our grassroots programme work will be streamlined to focus on specific and prioritized activities under each thematic area.) Additional guideline, which describes the key processes, will be produced to direct the DA, region and national levels programme focusing and quality initiatives. Child sponsorship areas in DAs will be given particular attention during implementation of key priorities.

7.1 Food Security & Emergency Response

It is estimated that 5-6 million people are chronically food insecure while over 7.2 million people are supported with productive safety net programme. The proportion of the population under food poverty, which is estimated at 36.5%, shows the extent of food insecurity and poverty in Ethiopia. AAI-E recognizes that food insecurity is

Objectives:

- *To enable poor people and communities to realize food security and self-sufficiency at the household and community level*
- *Support poor people in accessing appropriate assistances for relief, recovery and mitigation of the impacts of emergencies.*

not only the question of adequate supply of food but also a question of attaining effective demand, stability of supply and access. We believe that Ethiopia's food insecurity is exacerbated by various factors at community, national and international levels because of unfair terms of trade, minimal aid and aid conditionality, debt and debt servicing, weak private sector, undeveloped working culture, natural disaster, weak link between food security related policies, strategies and practices.

Hence, during this interim CSP period, crop (with a focus to small scale irrigation) and animal development, cooperative development and emergency response would be major intervention areas under this theme. During emergency situations, AAI-E will support and save the lives of affected people as well as rehabilitate livelihoods mainly in the DAs where we work.

Core Actions

- Facilitate introducing and strengthening agricultural technologies (improved seeds, breed, small scale irrigation schemes and other innovative & best practices) to increase crop and animal production and productivity
- Support cooperative societies development
- Providing capacity support to partners and relevant government offices through training, system development, linkage and financial support
- Conducting research through partnering with academic and research institutions
- Working with global movements and AAI regional and international groups towards increased aid, debt cancellation, fair trade and to reduce hunger and famine
- Support emergency and early warning system, and response
- Ensure the practical and strategic needs & interests of women and girls are addressed in food security and emergency response

Expected Outcomes

- Poor households' agricultural production, productivity and income increased
- Efficacy and responsiveness of CBOs, partners and government institutions strengthened
- Significant increase in aid, and government budgets for development programs to benefit small holder farmers
- Number of people vulnerable to emergency and food insecurity reduced and their livelihoods are sustained
- The food security prior needs and benefits of women and girls secured

7.2 Education

AAI-E recognizes that education is fundamental to bring about desired changes in social, economic and political arenas.

Despite noticeable efforts to increase primary enrollment ratio, there are still more than three million school age children who are out of school. According to PASDEP⁷, variations in access remain an issue particularly in the two predominantly pastoral regions, Afar and Somali where GERs is 39% and 48.9% respectively. The dropout and repetition rates in primary schools are high and affect the efficiency of the sector. Addressing gender disparity needs huge investment and commitment. Pupil-section and pupil-teacher ratio in secondary school has still remained to be high. Therefore quality of education is still far from what is desired. Moreover, the total adult literacy (15 and over) rate is 36 percent⁸ in 2006. The rate is extremely very low in the pastoralist areas.

AAI-E will continue supporting poor communities' effort to improve access (through *ACCESS* approach) and quality education. Adult literacy will be given emphasis through introducing participatory techniques (*Reflect model*). Our participation and contribution in various education campaigns, forums and networks will continue.

Objectives:

- *Create relevant and quality education opportunity for children and adults*
- *Enable women and girls to have access to education*
- *Ensure that violence against girls in school system is reduced*

⁷ Annual Progress Report 2006/07

⁸ EFA Global Monitoring Report 2009

Core Actions

- Provide access to quality education to achieve EFA and education related MDGs.
- Support program initiatives of partners and Government which aim at improving access to quality basic education to vulnerable and minority children
- Support initiatives to mainstream gender and address gender disparities in education
- Provide capacity building support to communities, CBOs, networks, partners and relevant government offices to expand basic and primary education opportunities
- Support Schools with VAG Initiatives
- Provide support to Adult Literacy initiatives and program that promote the *Reflect* approach
- Conduct action research in basic education

Expected Outcomes

- Increased enrolment and completion rates of children, particularly girls and other vulnerable children
- Enhanced quality of education and participation of community, CBOs and other partners in the management of education system.
- Capacity of CBOs, teacher Unions and networks strengthened.
- Significantly reduced incidents of gender based violence at schools and school policies to protect girls against violence in all DAs enacted
- Increased number of literate adults.

7.3 Primary Health Care and HIV/AIDS

The most common poverty-related diseases in Ethiopia include HIV/AIDS, malaria, and Tuberculosis. AAI-E recognizes that HIV/AIDS pandemic coupled with poverty is posing a serious challenge to the development of the country in general and to poor people in particular. It is crippling the potential and morale of the youth, who are expected to play a significant role in the country's development process. We feel that the spread and impact of HIV/AIDS is leading to growing human insecurity, social and economic disparities, and women's vulnerability. Moreover, the reproductive health problems arising from lack of knowledge, poor quality health services, and mal-health practices are serious causes of morbidity and mortality of women of childbearing age. Such practices increase women's vulnerability to unintended pregnancies, maternal death and sexually transmitted infections, (including HIV) and other problems related to their reproductive system and behaviour.

Provision of safe water and sanitation is still among the most pressing needs in Ethiopia. Women particularly in rural Ethiopia have to endure the hardship of travelling more hours to fetch water from unprotected sources. Lack of these services, in addition to causing water borne diseases, affects girls' participation and performance in education. Therefore, AAI-E envisages responding to these problems in collaboration with a wide range of governmental and non-governmental institutions. Thus AAI-E focuses on three major areas during this interim CSP period: promote CBAP model to mitigate the impacts of HIV/AIDS; carry out Information Education and Communication (IEC) to improve health situations; and supply safe water & sanitation services.

Objectives:

- *To ensure that people are able to prevent the spread of HIV/AIDS and mitigate its impacts*
- *To ensure that poor people, women and girls are free from sufferings arising from lack of safe water, basic sanitation & mal-health practices*
- *To enhance GIPA/MIPA principles through building the capacity of organizations of people living with HIV/AIDS (PLHIVs)*

Core Actions

- Scaling-up CBAP model for effective community based HIV/AIDS prevention, care and support and impact mitigation initiatives
- Strengthening woreda and community level actors capacity
- Supporting organizations of people living with HIV and AIDS to enhance GIPA/MIPA principle
- Promoting IEC to prevent and control locally endemic diseases using CBAP model
- Promoting safe water and basic sanitation services
- Conducting action – research and documentation of best practices

Expected Outcomes

- Communities HIV/AIDS prevention, care and support capacity is improved
- Enhanced integration of HIV/AIDS work in Primary Health Care approach
- Leadership and organizations of PLWHAs are empowered and make decisions in the fight against HIV/AIDS
- Reduced incidence of water-borne and water-related diseases;
- Reduced workload of women; and girls participation in education increased
- Improved behavior and practice on personal hygiene and environmental sanitation

7.4 Women Development

The prevalence of practices such as FGM, early and/or forced marriage in some parts of the country is still a cause for concern. Close to 66% of girls marry before attaining the age of 18. Median age at first marriage among women of age 25-29 is 16.1 while it is 24 years for men (DHS, 2005). 8% of women aged 15-49 in the DHS (2005) survey were married by abduction. 74.3 % of women have undergone circumcision while 6% had infibulations.

One of the major factors behind such challenges is women's lack of educational and economic capability reinforced by gender stereotypes and attitudinal bias disfavoring women and girls which unfortunately are internalized and perpetuated even by women themselves.

Improving the lives of women and girls in the country is one of the major purposes for which AAI-E exists for. In this direction, AAI-E has been investing a lot in generating knowledge, disseminating information, conducting community education, facilitating economic empowerment of poor women and building the capacity of government and non government institutions in strategic areas such reducing harmful traditional practices and other forms of violence against women, exposing the link between HIV/AIDS and gender issues, enhancing the economic capabilities of women and promoting their participation in decision making at all levels. Many of these interventions have produced good result. For instance the economic empowerment initiatives have significantly changed the lives of many women and their families while anti-HTP actions have saved large number of girls from practices such as early marriage and FGM. The focus areas during the interim CSP period will be ensuring gender analysis and mainstreaming in all thematic interventions, facilitating and strengthening communities' action against HTPs and consolidating and replicating best practices in the area of women's economic empowerment.

Objectives:

- *Women and girls are free from HTPS and other negative norms and practices that affect their lives*
- *Women and girls attain economic and social capability.*

Core Actions

- Ensuring comprehensive gender analysis and mainstreaming in all thematic interventions
- Capacity building of government institutions and programs working on the reduction of HTPs
- Initiating and supporting preventive and rehabilitative interventions pertaining to HTPs and other forms of violence
- Directing women's livelihood development initiatives to bring about wider personal and social empowerment
- Facilitating the documentation, sharing and replication of best practices for women's economic empowerment
- Supporting government initiatives for rural women's enhanced access to productive assets, agricultural inputs and extension services.
- Supporting generation and dissemination of knowledge on best practices, lessons and challenges of interventions for the improvement of the situation of women and girls.

Expected Outcomes

- Economic and social needs and priorities of women are addressed in all program interventions
- Capacitated government institutions to address the problem HTPs
- Women benefit from improved preventive and rehabilitative services that address harms arising from HTPs and other forms of violence
- Women attain personal, economic and social empowerment
- Improved access of rural women to productive assets, agricultural inputs and other services
- Increasing information and knowledge on the betterment of women's situation are generated and disseminated

8. ORGANISATIONAL IMPLICATIONS

We recognize that our mission, goals, strategies and priorities spelt out in the previous part of this strategic document have tremendous implication on our organizational structure, competence, systems and culture. We also recognize that the achievement of our mission and overarching goals heavily relies on the way we organise, resource and lead our team, continuously and collectively reflect and learn and manage and respond to internal and external changes. Thus, we will structure, deploy and lead all our collective efforts in a manner that ensure the realization of ActionAid Ethiopia's overarching goals and priorities, while also be constantly vigilant in proactively reading, responding or repositioning to critical shifts. We intend to achieve this through proactive, transformative and value driven leadership that, which we consider as the key to unlock organisational potential and capacity. We also recognize the need for flexible policy framework and structure supported by strong decentralized systems and culture of team work and communication that promote vertical and horizontal organizational synergy, learning and staff empowerment. Multiple accountability, matrix management supported by team based management systems and processes will also be the main organizational feature, while maintaining clarity of duties and responsibilities of each staff. Various activities including proper induction procedure, participatory staff review and reflection, effective and streamlined performance management and capacity building will be implemented to ensure that staffs are living the values and principles set in this document and have the capacity to translate the mission to action. Specific activities include:

8.1 Building Committed, Competent and Value-oriented Leadership and Team

AAI-E will continue and strengthen its employee resourcing and development process with a more focused effort to build competent and multi skilled team, who are capable of delivering effective performance in a lean structure, synergised and team working system and culture. Staff competency and leadership capacity would be strengthened through multiple strategies exposure visits to other ActionAid programmes, experience sharing opportunities, individual, team based and organisation wide

learning and training programmes and team building exercises. During this interim strategy period special emphasis and priority would be given to develop staff's skills and competency in the areas of Participatory Approaches (PRA), Leadership development, team building, Project Management and fundraising, Women development and Gender Mainstreaming, Community development & empowerment, national and international policy awareness programmes. Opportunities will be provided to staffs and partners to explore their innate potential for leadership and desire to fight poverty. Staff leadership development and staff and talent retention shall also be strengthened through a systematic succession planning and career development programmes and processes.

8.2 Structures, Policies and Systems for Enhanced Accountability and Legitimacy

With an aim to strengthen quality and focused programme delivery and in response to shifts in the operation environment, AAI-E will also be consolidating and gearing its works for a deeper and wider impact, while also continue to deepen the decentralisation process that will empower staffs and partners to respond to local situation and emerging issues.

Organisational systems, structures and policies will also be continually checked for their facilitation and empowering roles than ensuring procedures, hierarchy and bureaucracy. We will also ensure that our organizational policies and systems are congruent with our values and strategic objectives and remain responsive to emerging issues. Enhancing continuous organisational learning, documentation and sharing will also be emphasised as part of strengthening overall organisational capacity. Accountability and legitimacy will be strengthened and deepened through a more accentuated induction & value internalisation, team based performance management, internalisation and effective implementation of ALPs, continuous policy awareness and intermittent compliance measures.

Owing to the fact that there is a new Charities and Societies Proclamation out that governs the major operating environment and that detail operating procedures and guidelines are expected to be released in few months time, we do not envision/expect to initiate the governance and board establishment process. However, during this interim strategy period we will mainly be studying the implications of the new law to the opportunities/possibilities of local governance development process and hoping that detail regulations and will be out and experience of working in the new environment will be established, AAI-E expects to strategize and initiate the local governance and board development process during CSP IV development process.

AAI-E will also develop its partnership strategy by way of adapting the global partnership strategy and exploring available opportunities and issues in the operating environment.

8.3 Gender Sensitivity and Balance

We recognise that the rising staff turnover and more particularly the current change process have disproportionately affected our female staff worsening our gender balance at both leadership and organisational level. While the 31.1% female staff proportion in 2006 has declined to 20.2% by mid 2009, the 40% leadership level gender balance in 2008 has also declined to 20% by mid 2009. A closer look at these statistics and review of the interaction between gender balance and such change processes has also enabled us to realise the importance of monitoring beyond statistics and learn to gauge the nature and quality of gender balance and participation of women in overall decision making process of the organisation. We thus acknowledge that effective reversing of this impact in the short run would require supra and immediate commitment by the leadership to move from just promoting equal

opportunity to pursuing a deliberate and robust affirmative action policy during recruitment and staff development processes. More particularly, during this interim strategy period, deliberate attempts will also be made to increase women’s participation and involvement in the organisations decision-making processes and leadership through initiating focused leadership development process for women and developing and rolling out of gender sensitive succession planning retention strategies. With these strategies we aim to achieve organizational gender balance of at least 35:65 and leadership level gender balance of 40:60 by end of the interim strategy period. Organisational policies, strategies, systems and processes shall also be vigilantly reviewed and geared to ensure sufficient gender sensitivity and efficient response to gender issues and needs. To strengthen the effective integration and mainstreaming of gender sensitivity in our programming and overall organisational interventions and processes including in our planning, budget, monitoring and evaluation processes, gender disaggregated data will be collected and relevant training and support will be provided to all programme staffs.

8.4 Programme Expansion, Financing and Resource Projection

During the first four years of CSP III (2005-08) the CP was able to raise £19,362k against the CSP target £26,304k and spend £18,956k. On average 36% of the CP’s total cost was utilized through local partners. The new Interim strategy envisaged geographically and thematically focused, quality oriented program interventions and moderate expenditure to address poverty issues identified in this Interim Strategy. In order to

compensate the dwindling sponsorship funding, AAI-E intends to further strengthen its fund raising capacity and fulfill the budget deficits in Development Areas. In 2008 the ratio between regular and partnership incomes stood at 92 to 8. By 2011, our income is expected to reach

Table 1: AAI-E interim strategy programme financing resource projection

Income	2009	2010	2011	Total
	(£'000)	(£'000)	(£'000)	(£'000)
Regular Income	3,477	3,364	3,207	10,048
Partnership Income	1,100	1,300	1,600	4,000
Total Income	4,577	4,664	4,807	14,048
Total Expenditure	5,002	3,952	3,384	12,338
Reserves	519	555	950	
No. Months	1.9	2	3.4	2.4
Ratio of Partnership Income (%)	24	28	33	28
Annual Growth Rate (%)	9	2	3	
Overall Growth (%)				5
Average Growth Rate (%)				5

£4,807k with a ratio of 67:33 between regular and partnership incomes. AAI-E will develop a fundraising strategy that guides its effort to realizing this ambition.

Based on AAI’s Information Disclosure Policy, AAI-E will ensure programme and financial accountability to communities, supporters and other stakeholders. Larger portion of our resource is committed to key mission objectives while continuously seeking to find efficient ways of implementing programs. We will continue to enhance our ability to optimally utilize ALPS and PRRP.

AAI-E will not take further initiative of programme expansion in the interim CSP duration but maintain and strengthen its existing DAs. However, it could consider creative and high value short-term projects out of its DA domain, which would be mainly financed by partnership income.

8.5 Quality and Accountability Assurance

- **Monitoring and Evaluation**

Among others, Participatory Review and Reflection Process (PRRP) remains a key instrument for monitoring, evaluation, and shared learning activities in this interim CSP period. The practice of documenting and sharing of the outputs of PRRP will be further strengthened. In addition to PRRP, a regular reporting process, focusing on program and financial performance, will be in place as a supportive mechanism of program monitoring. The existing absence of database system will be addressed during this CSP period. Periodic in house programme evaluation, which is already going on, will be conducted at each DA during the end of every program phase. The aim of this approach is to promote cross fertilization of knowledge among staff in DAs and other functions besides meeting requirements.

- **Auditing**

The internal audit function will continue to ensure that financial policies and internal control systems are interpreted and practiced in a manner consistent with the organizations values, mission and objectives. Internal and external audit processes are also parts of the regular monitoring and accountability mechanisms. The internal audit will be conducted on regular basis and by the end of every fiscal year external audit shall be conducted. To bring this into effect, organizational commitment to strengthen and support the audit unit will continue.

9. RISKS AND ASSUMPTIONS

This interim CSP is developed with the assumption that the current level of peace and stability is maintained and conducive operating environment and support for CSOs/NGOs exists. We also assume that the overall economy will continue to show substantial growth with a positive effect on services, infrastructure and employment opportunities in both rural and urban areas. Moreover, there would be increased aid and debt relief for poverty focused programme; and Non-governmental organizations will have better access to these resources.

In addition to increasing local inflation, we notice that the global financial crisis may affect our regular giving and partnership income, which may have an effect on achieving the objectives we set. Similarly, increasing frequency of drought and weather disturbances could detour us from the course of planned development work. Moreover, qualified and experienced staff turnover and lack of motivation could be another risk factor that AAI-E may face.

Values

Core Strategies

1. Participation
2. Addressing Immediate And Basic Needs
3. Capacity Building
4. Partnership And Networking
5. Knowledge Generation, Documentation & Sharing

Key Priorities

1. Food Security and Emergency Response
2. Women Development
3. PHC & HIV/AIDS
4. Education

THEMATIC OBJECTIVES

EXPECTED OUTCOMES

CORE ACTIONS

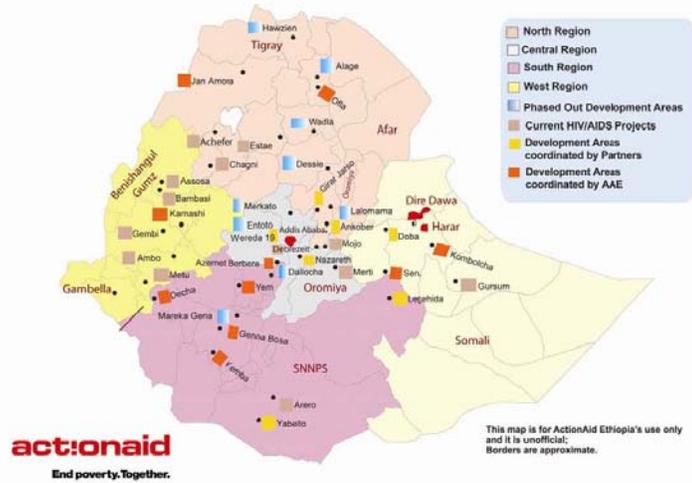
Mission objectives

1. Develop the capabilities of poor women and men to secure sustainable livelihoods
2. Enhance collective capacity to respond to the needs of poor people through working with development partners and stakeholders

Enabling strategies

1. Build proactive, transformative & value driven leadership
2. Develop and institute flexible policy framework, structure and organizational systems that congruent with values and strategic objectives
3. Create multiple accountability and matrix management system
4. Build competent and multi-skilled staff in a lean structure
5. Strength staff leadership development and staff and talent retention plans and processes
6. Increase women's participation & involvement in the organization's decision-making process and leadership
7. Strengthen fundraising capacity to adequately finance our mission related initiatives
8. Put in place quality and accountability assurance mechanisms

ActionAid Ethiopia Intervention Areas



LIST OF ABBREVIATIONS

AAI-E	: ActionAid Ethiopia
AAI	: ActionAid International
ACCESS	: Appropriate Cost-Effective Centers for Education within the School System
AFD	: Action for Development
ANPPCAN	: African Network for Protection and Prevention of Child Abuse and Neglect
ALPS	: Accountability Learning & Planning System
APRM	: African Peer Review Mechanism
CBAP	: Community Based AIDS Programme
CBO	: Community Based Organization
CD	: Country Director
CP	: Country Programme
CSO	: Civil Society Organization
CSP	: Country Strategy Plan
DA	: Development Area
DRR	: Disaster Risk Reduction
EFA	: Education For All
ERSHA	: Ethiopian Rural Self-Help Association
FBO	: Faith Based Organization
FGM	: Female Genital Mutilation
GIPA	: Greater Involvement of Peoples living with HIV/AIDS
GO	: Government Organization
HR	: Human Resource
HTP	: Harmful Traditional Practices
ICT	: Information Communication Technology
IGA	: Income Generating Scheme
IMF	: International Monetary Fund
MIPA	: Meaningful Involvement of People living with HIV/AIDS
MDG	: Millennium Development Goals
NEPAD	: New Partnership for Africa's Development
NEWA	: Network of Ethiopian Women Association
OD	: Organizational Development
ORDA	: Organization for Development and Rehabilitation in Amhara
PADET	: Professional Alliance for Development in Ethiopia
PANE	: Poverty Action Network of civil society organizations in Ethiopia
PASDEP	: A Plan for Accelerated and Sustained Development to End Poverty
PLWHA	: People Living with HIV/AIDS
PRA	: Participatory Rural Appraisal
PRAD	: Policy Research and Advocacy Department
PRRP	: Participatory Planning & Reflection Process
PRSP	: Poverty Reduction Strategy Paper
PVA	: Poverty Vulnerability Analysis

REFLECT : Regenerated Frerean Literacy Through Empowering Community Techniques
REST : Relief Society of Tigray
RVCWDA : Rift Valley Children and Women Development Association
SDPRP : Sustainable Development and Poverty Reduction Program
SNNPRS : Southern Nations Nationalities and Peoples Regional State
STAR : Society Tackling AIDS through Rights
UNDP : United Nations Development Program
WISE : Women In Self Employment
WTO : World Trade Organization