

VISION OF COMMUNITY DEVELOPMENT ASSOCIATION

Strategic Plan III (2022 -2026)

**Addis Ababa
December 2021**

Director's Acknowledgment

First of all I thank God, who gave us the strength and guidance through the rigorous ups and down of the past seventeen years. I have also the pleasure of extending my greeting and best wishes to the staff, board and the stakeholders at grassroots level who have discharged their utmost effort during the past years struggle to overcome the problems we faced in the execution of the development projects and organizational setup. I believe, it was the outcome of your dedication that gave the organization its current status from its humble beginning in 2003.

The motto of our organization is never to settle unless poverty and illiteracy get settled, and natural resources are preserved and regenerated!! Therefore, we believe that we have maintained good footing for the future war against land degradation, poverty and illiteracy. In this regard, the realization of our two SPMMs documents can be used as means to put our vision, mission, objectives and goals on each key priority areas clearly. It mainly constitutes 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, VoCDA will review its organizational structure, system and culture to the most optimum and appropriate structural choice to ensure the attainment of VoCDA's portrayed goals and priorities.

Therefore, I call up on the concerned development actors and our stakeholders and donors to make use of this strategic direction to discharge their capability and resource for the betterment of the needy community. In this process it is my belief that VoCDA will play facilitating role to bring about meaningful changes in the lives of the needy community.

Lastly but very importantly, I would like to extend my sincere thanks to all who took parts in the revision and development of this documents for their support in the realization of this SPM-III document. I also would like to thank the staff, board, community-representatives, and the consultant-team and government bodies for their indispensable contribution in the development of this document.

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
SDG	Sustainable Development Goal
SPM	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 and Dodota of Arsi zones, Adamitullu Jiddo Kombolcha and Dugda districts in east shewa zones of Oromia Regional State. The organization was established in 2003 and recently targeted 30 rural kebeles and two towns as its intervention area that has more than 25,700 total populations.

VoCDA is registered as Ethiopian resident charity with registration number 0129 in line with the CSO and NGO agency re-registration policy. To facilitate the implementation of development projects, VoCDA signs 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 Social 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 helps to initiate and direct transformative processes that challenge and change traditional working habits, undefined systems and practices. The strategy will contribute towards the application of rights based approach in the entire implementation process.

Since its establishment, VoCDA has developed and applied two consecutive strategic plans. The initial was from 2011 to 2015 while the second strategic plan had been in operation from 2016-2021. To create shared internalization on the overall operation of the organization, VoCDA is envisaging the application of well-defined SPM with clear vision and application framework of operation in the coming five years (2022-2026).

The intended SPM highlights the application of well-thought systematic interventions that help to address the pressing needs of the target community with remarkable attention in the coming five years. Thus, the SPM focuses on highlighting basic emphasis on capacity building of vulnerable groups and their institutions through dealing with structural issues of poverty while recognizing the importance of addressing the potential local actors and coordination effort with minimal external support.

VoCDA believes 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 at large. It will serve as a reminder note in reviewing the effect and impact of our actions and the influence of operational environment towards exerting effort to improve trends and interventions logics. It also helps to ensure the attainment of organizational and operational objectives. In line with this, we encourage pertinent readers and users of this SPM III document to see critically and provide us constrictive

feedbacks. Such effort will lead us to improve the document and corresponding issues in due course of action through learning by doing.

1.1 Definition of the SPM

Strategic plan is one of the most important and fundamental tools that ensure the continuity of any organization in performing its developmental roles; it allows the organization to adapt its role and respond to the diverse needs of the target groups. It is also served as a road map that leads and guides the organization from where it is now to where it would like to be in five years times. On the other hand, SPM is a tool for organizing the present based on the projections of the desired future. It is usually built on a thorough analysis of the organization's existing statue, governance policies, systems & structure, governance, staffing, performance and gaps in program or service mix and resources (financial, human, technical and material). Often, SPM is done to serve for three to five years times so that organizations re-orient themselves for an on-going dynamics and changes in the due course.

1.2 Purpose of the SPM

The purpose of strategic or long-range planning is to assist an organization in establishing priorities and to better serve the needs of its constituencies. The strategic plan must be flexible and provide guidance to implement programs, evaluate how these programs are executed and making adjustments in the course of time as necessary.

The growing development dynamics, approaches, strategies, challenging resource mobilization, changing operating environment, increasing complexity of humanitarian works, the increasing need for organizational effectiveness and accountability demands the review of existing strategic plan. The current operational SPM of VOCDA has come to an end in December 2020. The above-mentioned factors and the overall organizational development endeavor made it imperative for VOCDA to strategically position itself in the coming operational period. Therefore, a new strategic plan should be developed for the period from 2021-2025 which considers the present work context and challenges of future.

2 Strategic Plan Development Process

The strategic plan development process was facilitated by professional consultant in coordination with the management team of VoCDA. The process was undertaken through facilitating discussions with key stakeholders from government and target communities. Board members and experts from major funding partners have contributed valuable ideas through reviewing and enriching the draft document from global and national development context.

The SPM development process incorporated strategic evaluation that helped to analyze and decide the position of VOCDA in serving the target communities within the dynamics of development and humanitarian interventions. The strategic evaluation process is used to speculate the contribution of VOCDA in the proposed SPM period in consideration of institutional and environmental factors. Thus, strategic priorities and thematic interventions are identified through taking into consideration funding potentials and challenging scenarios in the promotion of community based development programs.

The strategic evaluation process was undertaken through employing substantial tools such as SWOT analysis, stakeholders analysis, institutional capacity assessment supported by document reviews and discussions in the form of FGDs, KII and consultative meetings with pertinent stakeholders. In terms of document review, the SPM development team went through major documents such as bylaw, policy guidelines, proposals, reports, and strategic papers of similar organizations.

At community level, the team conducted FGD and KII in selected kebeles in the targeted woredas. This helped to triangulate the findings from various sources through incorporating field visits and observation, achievement and challenge focused case identification, and lesson learned. In the entire process, the SPM facilitator team applied participatory methodologies that include group discussion, individual interviews and physical observations and thus, the process helped generating value adding information for the strategic choices.

The SPM process focused on understanding trend of socioeconomic and political development in view of the expected contribution and/or negative effects in the operation of upcoming five years of VoCDA engagement. The process dealt with assessing and analyzing level of stakeholders' commitment, institutional competencies and potential funding sources in the areas of development and humanitarian response interventions.

The process also focused on reviewing organizational vision and mission statement, objectives and strategies, thematic interventions and key activities. Thus, the vision, mission, objectives and strategies of VoCDA are reviewed and articulated to meet the expectation of target communities, partners and donor agencies. This will enhance efficiency of VoCDA in mobilizing funds and utilize finance, materials and human resources in effective approach the intended five years of the SPM implementation period.

3 The Operating Environment

3.1 Context of Poverty in Ethiopia

With more than 112 million people (2019), Ethiopia is the second most populous nation in Africa after Nigeria, and the fastest growing economy in the region. However, it is also one of the poorest, with a per capita income of \$850 per annum. Ethiopia aims to reach lower-middle-income status by 2025. On the basis of poverty rate based on the international poverty line of 1.9 USD per day per person, there is a prediction that about 27% of the Ethiopian population is living in absolute poverty in 2020/21 despite the remarkable effort being made on poverty reduction by various stakeholders in collaboration with Federal and regional government hierarchies.

As the report of WB of April 2020 reflects, even though there is a declining trend in state of poverty, the progress has been uneven between urban and rural areas. Therefore, the report recommends the need to reduce poverty among the poorest of the poor through ensuring food security reinforced by multiple economic, social, cultural, environmental, technological, political and institutional development intervention that would help to collectively influence capabilities of people to live in dignity and prosperity.

Ethiopia's economy experienced strong, broad-based growth averaging 9.4% a year from 2010/11 to 2019/20. The GDP growth slowed down to 6.1% in 2019/20 due to COVID-19. The GDP growth is relative promising in comparison to 3.5% average growth for Sub - Saharan Africa¹. Ethiopia has been experiencing the worst locust invasion in decades. This may undermine development gains and threaten the food security and livelihoods of millions of Ethiopians. Political disruption, conflict and associated social unrest have been negatively impacting the expected growth through lower internal efficiency, foreign direct investment, and tourism and exports.

According to UNESCO, Ethiopia has an adult literacy rate of 51.77%. While the male literacy rate is 59.24%, for females is 44.42%, showing a big gap between the sexes. In this case, Ethiopia ranks top in eastern Africa with the largest number of illiterate population. The primary net enrolment rate of primary school is 85% and the primary completion rate is 54%.

Through occupying approximately 34% of the land in Ethiopia and accounting for 37% of the population, Oromia is the largest region in Ethiopia in terms of land mass and population. People in the age group between 0 and 5 years of age account for 15% while less than 18 years of age account for 54% of the population. High fertility and rapid population growth exert negative influences on economic and social development and low levels of economic and social development provide the climate favouring high fertility and hence rapid population growth.

¹ World Economic Outlook Update, June 2019

Oromia has diverse agro-ecological zones. The highland areas are characterized by sedentary rain-fed agriculture and livestock production, while the lowlands are largely inhabited by pastoralist communities who depend on livestock production. As the operation of VoCDA is with more the pastoral and agro-pastoral communities of the central rift valley localities of Oromia, it has been struggling to support the target communities to overcome the effect of climate change.

The latest poverty analysis study indicated that the poverty headcount ratio in Oromia was 23.9%, almost equivalent to the national average of 23.5%. The region is experiencing a declining trend in food poverty from 33% in 2010/11 to 21% in 2015/16. However, there are limited off-farm job opportunities in the region, especially for youth.

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 with limited integration in the agricultural value chain puts the region in a disadvantaged side in the trend of climate change. The impact of climate change on livelihood and income of rural households has been significant indicating the importance of promoting alternative approaches with practical and strategic interventions.

In recognition of such facts, VoCDA has been promoting development intervention focusing on strengthening community based livelihood capacities through enhancing integrated investment in the areas of capacity building, household capital formation and environmental protection and conservation practices. In the past two SPM periods, there have been remarkable changes in the life and livelihood basis of the target community VoCDA is working with. Thus, to widen the level of coverage and associated impacts, the organization has revised the previous strategic plan with the intention to address the present and future development needs and expectation of the target communities.

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 policy directed in poverty alleviation initiatives. Thus, addressing the underlying causes of poverty in nationwide dimensions requires healthy economic growth and fair distribution of income accompanied by fundamental reforms in the socioeconomic arenas.

The Ethiopian development context is visioning to attain a middle income through transforming the economic structure that would enable 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 promotion of good governance. 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, geopolitical pressure with heavy debt burden, restricted direct foreign investment opportunities and freezing trend of development assistance coupled with drought and locust invasion have been the prevailing critical challenging scenarios affecting socioeconomic development in Ethiopia and Oromia region as well.

The target intervention areas of VoCDA, the central rift valley, is among the drought prone localities in Oromiya region leading the target community to face challenges related to food insecurity, water shortage and deteriorating trend of livelihood basis. The intervention of VoCDA in the coming five years of the SPM period is justified in addressing the resilience building needs of the target community.

3.3 The Third SPM Perspective

Poverty is the manifestation of exclusion and powerlessness on the top of limited access to productive resources and household asset building opportunities. VoCDA promotes community based development interventions with the intention to realize women empowerment in a sustainable approach. Accordingly, the organization focuses on promoting integrated development intervention through designing and implementing needs responsive projects.

In this regard, VoCDA had been guided by two terms SPM that enabled to reflect the strategic direction in the past one decade, until the end of 2020. The recently finalized SPM for the five years from 2016-2021 is finalized through paving the ground on the importance to revitalizing the capacity building needs of source poor households, vulnerable groups and their respective institutions. The intended third phase SPM for the coming five years (2022-2026) will focus on promoting innovative approaches in collaborative engagement.

The intended SPM will focus on priority interventions that are identified through the SPM development process. In this case, the success and challenges of the second SPM are taken into consideration with the intention of putting the organization in a comparative advantage in the operation of CSOs.

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 interventions of VoCDA have been reinforcing the building of community based ownership that ensures sustainability of development interventions. Among such interventions, VoCDA will build on the experience gained around women empowerment in relation to natural resource conservation through targeting vulnerable groups with limited access to social and economic services.

3.4. Stakeholders Analysis

VOCD A understands that there are internal and external factors which can play positive or negative roles on its development interventions. It also recognizes the importance of building on factors that positively affect its operation and on the other hand gears up the determination to address the negative factors affecting the interventions. Stakeholder's analysis helps to determine the degree of relationship; to know the extent of support and influence; and to identify the expectations of other actors. It will also help to identify conflict of interests between different actors, which might influence the development and humanitarian works positively or negatively.

There are two main stakeholders. These are primary and secondary stakeholders who can influence the work of VOCD A and can also be influenced by the development interventions of the organizations. Primary stakeholders are those who directly benefit from the programs/projects executed by VOCD A and those who usually live in the area that are adversely affected by the development interventions undertaken. Based on this, SPM planning team has conducted stakeholders' analysis in the main programme operation areas and summarized that targeted beneficiary households, individuals, community-based organizations (CBOs), cooperative groups, government sector offices & bureaus, development partners (donors), board members, other NGOs operating in the area, private investors in the area, research centers, educational institutions, town municipalities and local traders are the main stakeholders of VOCD A. Secondary stakeholders are institutions that are not directly benefitting from VOCD A's interventions and not affected in any way by VOCD A's action.

4. Key Issues

To identify key issues in the areas of environmental, 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 trapped and threats to be considered as risk factors from the operation environment.

The SWOT analysis and corresponding SPM development process has enabled to identify the following key issues.

- The problem of food security in connection with frequent drought situation;
- The prevalence of limited access to alternative source of credit including Climate Smart Lending alternatives;
- Limited access to energy saving stoves that enhances over dependency on timber sources;
- Unimproved culture of saving leading to diminishing potential to cope up food slag periods and seasonal shocks;
- Limited capacity of local institution to reinforce capacity developing needs of CBOs;
- Limited number of CSO with focus on institutional capacity building in relation to NRM focused IGAs, Alternative Basic Education (ABE), Functional Adult Literacy (FAL);
- Limited access to women empowerment initiative due to low level of socioeconomic status of women in the target localities;

Promote private public sector participation: - The role of private sector as one of the development engines is growing from time to time. It is pioneer in terms of introducing new products, services and test modern technologies that can increase efficiencies and productivities. The recent government economic policies, plan and regulatory framework are also strongly encouraging the participation of private sector in the local development activities.

Institutional capacity enhancement: -As the operating environment is fast changing, it is quite vital for organizations' like VOCDA to adapt to the new context by deliberately investing in institutional capacity in the form of human resources development, updating organization working systems, policies and procedures. Through this, VOCDA can easily link its past experiences and learning with the current reality and future perspectives by collecting, documenting and sharing. This will also serve as a reference for new program development and operations in the future.

5. Performance of VoCDA in the II SPM (2016-2020)

The program VoCDA started, known as Community Centered Development Program (CCDP), is implemented as of 2016-2021 in more than 20 Peasant associations and two towns in Arsi Negelee, Dugda, Dodota and AdamituluJudo Kombolcha Woredas of Oromia Regional state, 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, DVV International, Tree aid and many individual volunteers and contributors².

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.

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 has been cited "best practice" women empowerment program by many development organizations and community members. Its involvement in the economic empowerment of women has played visible role such as 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 the past five years more than 850,000 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 maintain the biodiversity.

VoCDA introduced variety of agricultural technologies and methods to the 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

² VoCDA's annual plan and performance reports (2004-2010)

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, everywhere by now all transformed into formal schools that serving the community permanently. 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.

6. 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 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 30 rural kebeles and one town as its intervention area having more than 25,700 total populations.

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.

a. Vision

The vision of VoCDA is to see prosperous communities with capabilities and assets to realize a sustainable livelihood.

b. Mission

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

c. Value

VoCDA is striving to promote the following values as acceptable organizational norms and principles in governing the behavior of internal stakeholders to serve as a standard procedure 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 and improve in due performance.

d. Goal and Objectives

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

- To promote environmental protection and conservation initiatives;
- To promote behavioral changes in relation to family planning and HIV/AIDS;
- To promote community based capacity building in WASH and small scale irrigation;
- To promote women economic and social empowerment;
- To promote adult and non-formal education.

e. Core Strategies

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

i. Capacity Building

Capacity building focuses on the effort of enhancing capability of target communities through undertaking situational analysis and prioritizing key issues. The capacity building effort revitalizes the contribution of community based institutions in facilitating their own development initiatives. Thus, the role of development actors such as VoCDA will focus on strengthening institutional actions, ensuring participation, creating access to information and promoting effectiveness and efficiency on community engagements.

ii. Partnership and Networking

We realize that people's livelihoods is affected by global, national and community level factors. Thus, to bring positive impact on the livelihoods of target community, building solidarity and collaboration with other development actors deserves paramount attention. Therefore, VoCDA will focus on building effective partnership with various actors that include CBOs, GOs and CSOs in the initial instance while creating networking attachment with academic and research institutions.

iii. Participation

VoCDA believes on the importance of ensuring active participation of all concerned actors in the process of attaining effective community based development. The areas of participation incorporate stakeholders' analysis, problem identification, priority setting, project design, implementation and M&E process. The initiative will help to develop effective governance structure and culture of participatory decision-making throughout project span. To start with, the application of participatory approaches such as PRA, participatory M&E, participatory vulnerability analysis and participatory planning and budgeting methodologies will be utilized.

iv. Action research, learning and sharing

VoCDA promotes the application of action research to demonstrate learning from doing and sharing best lessons among key stakeholders. Reciprocally, VocDA appreciates the need to learn from process and experiences of similar implementing organizations. Thus, VoCDA focuses on efforts that will help to strengthen internal competencies in undertaking participatory M&E and program review and documentation. The overall initiative reinforces learning from past performance and sharing for future program improvement.

v. Revitalized indigeneous institutions

VoCDA believes that the success of its strategic objectives depend on the presence and effectiveness of local-level institutions. Thus, adequate attentions will be provided on strengthening community based structures of traditional and modern natures. The focus will be on community structures with the aim of promoting natural resource management and conservation effort.

vi. Community mobilization

VoCDA understands the added value of mobilizing target communities through strengthening their institutional setups to reinforce them in the process of addressing the underlining causes of poverty. Such initiative will reinforce the effort of local resources mobilization to serve as seed capital in the process of ensuring sustainable development.

7. Key Priorities of the III SPM

Thematic priorities the third SPMM are:-

- i. Food Security and Climate Smart Agriculture;
- ii. NRM and alternative energy sources promotions;
- iii. Basic Education and Adult Literacy;
- iv. Primary Health, Water and Sanitation
- v. Women Empowerment and income generations,

7.1 Food Security and Climate Smart Agriculture (CSA)

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. To this end the promotion of climate-smart agriculture (CSA) is considered as an integrated approach in the promotion of improved land management for crop and livestock production, agro-forestry and fisheries development towards addressing the interlinked challenges of food security and climate change.

The objectives of this thematic include:

- Enhanced food security at target households level in the intervention localities;
- Improved soil & water conservation,
- Increased engagement in drought-tolerant cash & food crops production;
- Enhanced involvement in short rippling vegetables and fruits production;
- Improved skills of dairy and poultry farming practices;
- Reoriented engagement in value chain focused agricultural production;

The situation of food security in the target area is in a declining trend in the past couple of decades due to fragile weather condition combined with small and fragmented cultivation practices. Deforestation and destruction of natural vegetation coupled with poor management of grazing land has been leading to depletion of livestock feeding sources. Limited experience of the target communities on promoting physical and biological conservation practices has been escalating the elimination of indigenous natural resource. The prevalence of limited off farm opportunities in combination with limited access to Climate Smart Lending (CSL) has been pushing the target communities to depend on timber sources for energy and off-farm income generation alternatives.

7.1.1 Major Interventions and Expected Outcomes

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	Improved crop and livestock production and productivity and enhanced food security at target households' level.
2	Promoting livestock production and productivity by introducing and strengthening improved feeds and access to fair livestock market.	Reduced vulnerability to season decrease in livestock production & productivity and with ease of access to sustained livelihood marketing.
3	Promotion of improved soil and water conservation practices in combination with	Enhanced access to food security and nutrition with priority to women and

	introducing drought-tolerant cash & food crops production and marketing alternatives	children, particularly girls.
4	Enhanced involvement in short rippling vegetables and fruits production with reoriented engagement in value chain focused agricultural production and marketing practices.	Strengthened engagement in value chain oriented production, consumption and marketing.
5	Mainstreamed production of poultry and beekeeping with gender focused reinforcing practices.	Improved income and nutrition based consumption at household level

7.2 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 the top these, the natural ecosystem has been in a state of continues disturbance. To mention, 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 the 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 interventions that have remarkable contribution to the efforts of responding to the aforementioned problems. Program intervention in the areas are 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, establishing community nursery sites, 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 third SPM 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, and
- To promote plantation and natural regeneration of tree plants through enclosure areas and promotion of fruits tree,

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	Encouraged sharing of best practices towards fostering the spread of sustainable natural resource management initiatives.

	conservation 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.
5	Plantation of different tree seedlings and fruits trees on enclosures and privates lands	Strengthen natural resources regeneration and tree plant as woodlands in privates and communal areas

7.3 Promoting basic 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 to quality education has been the living challenges in the program target areas. In particular, remote and moisture deficit locations are still suffering from marginalization from accessing to improved school and quality teaching-learning process.

The formal education system is inflexible in approach. Thus, seasonal migration of children in the moisture deficit areas is not considered as coping strategies rather as drop outs. As the school calendar is uniformly set without taking into consideration child labor demand, children from pastoralists and agro-pastoralist communities have limited choice to simultaneously attend schooling while serving their families. The combined effect of policy, cultural and ecological factors have been negatively affecting the participation of children in the program target localities.

Thus, to overcome the living challenge of education in the target areas, VoCDA intends to support continuity driven effort to improve access and quality of education through promoting the following interventions.

7.3.1 Major Interventions and Expected Outcomes

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	Enhanced capacity of adults in situational analysis and taking

	initiatives.	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.

7.4 Promotion of Primary Health, Water and Sanitation

Limited access to primary health services, clean water and sanitation has been the serious challenge in many part of the target localities. The problem has 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. Poor management of water sources has been leading people and livestock to share from unsafe sources. The situation has been leading to easy contamination by runoff, which carries everything from the surrounding, during rainy seasons as well as human and animals' direct intervention. The problem of poor protection and limited utilization of latrine facilities has been leading children to suffer from water borne 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 primary health, water & sanitation will incorporate the following initiatives.

7.4.1 Major Interventions and Expected Outcomes

No	Major Intervention	Expected Core Outcomes
1	Promoting support to enhance primary health services and functional coverage.	Reduced prone to water-borne and other preventing diseases.
2	Promote WASH initiatives thereby reduce incidence of water borne diseases as well as time Sent to fetch water	Reduced women workload and enhanced productivity as a result.
3	Promoting surface water harvest technologies to increase access to water sources	Increased access of livestock to alternative water sources and improved productivity.

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 facilities.

7.5 Women empowerment

Gender disparity has been reflected in the areas of 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, limited access to reproductive health, education, participation in community affairs and credit facilities. Women in the target localities are still sufferings from various forms of HTPs and low level socioeconomic and political participation. Violations of rights in the form of abuse and domestic violence added with the undesired effect of FGM, polygamy, wife inheritance, abduction, rape, tonsil scraping and early marriage have been recurrent challenges in the life and dignity of women.

The intended intervention focuses on improving the status of women and girls in the target area. Thus, VoCDA will strive to improve the situation of target women through promoting economic empowerment and participation in decision making process. The objectives of women empowerment intervention focuses on ensuring the attainment of economic and social capability of target women and girls through implementing the following interventions.

7.5.1 Major Interventions and Expected Outcomes

No	Major Intervention	Expected Core Outcomes
1	Promoting women's CSA focused livelihood development initiative through enhancing CSL.	Enhanced involvement of target women in CSA and CSL 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, HTPs and COVID-19	Women and girls' developed self-awareness in connection with enhanced financial literacy.
4	Promoting women's access to asset building and social capitals formation alternatives	Enhanced access of women to better productive assets and social capital.
5	Promoting self-help and group based engagement of target women.	Sustained livelihood basis with strengthened participation of women in decision making

8. Organizational Key Issues

VoCDA's vision statement and key priorities have implications on our organizational structure, competence, systems and culture. We believe that the achievement of our vision, mission, objectives, goals and key priorities depend on the way we are structured, the way we mobilize and use resources through effective planning, organizing, leading and controlling effort. To this end, we will review the organizational system and institutional culture to meet demanding structural choice with the aim of ensuring successful attainment of organizational and societal goals.

For effective implementation of the SPM, there has to be a clear-cut coordination structure, well-defined line of authority with accountability and observable chain of command and hierarchy of operations in the organization. All staffs are expected to know to whom he/she is accountable to and who is responsible for what. There will be a clear bottom-up and top-down communication systems to be in place where everyone can confidently interact with each other vertically and horizontally among the supervisors & subordinates. This will help VoCDA to effectively perform and achieve the planned objectives of the different programs/projects. Through effective internal coordination and communication, more geographic areas can also be covered with limited, but well organized and performing team and system.

8.1 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 leadership of VoCDA supports and monitors organizational values that are internalized by each staff which enable 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 reinforced through exposure visits, experience sharing opportunities, training, and team building exercises. In this SPM 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.

8.2 Organizational Policies and Operational Systems

VoCDA is an indigenous CSO operating in the central rift valley of Oromia Region through targeting rural and sub-urban communities. The organization has a plan to expand its operational coverage both within the current target and other feasible localities in the coming five years of the SPM period.

The intended expansion demands additional capacity and resources that further requires commitment of leadership and donors. The promotion of leadership competence and staff commitment will lead to facilitate the successful attainment of the intended goals. Towards such end, the leadership of VoCDA believes the importance of improving organizational policies and operational systems to enable accommodate new ideas and innovative approaches with due effort in ensuring accountable and transparency.

There is a need to improve some of the operational manuals including financial, human resources, and logistics management as well as organizational structure as key internal focal areas. VoCDA will also 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 will be taken into consideration in the implementation process of this SPM keep the pace as evolving institutions towards accommodating changes we are anticipating in the near future. 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 further improvement.

8.3 Program Financing and Resource Projection

In the second SPM implementation process, VoCDA has managed raising 14,250,000 million ET Birr and utilized 100%/percent for direct program support and admin costs respectively. The annual fund raising and utilization capacity indicates a trend from 2,250,000 to 4,500,000 from the in comparison of the initial with the final year's fund. This indicates the existing potential to raise 2,250,000 million ETB in the coming five years of the third SPM period.

To attain the intended expectation in the planned third SPM period, there will be a coordinated effort with focus on strategic funding support of long term nature. To this end, VoCDA will facilitate undertaking donor mapping that will serve as a stepping stone to strengthen existing partnership and cultivate emerging funding linkages with potential agencies.

In addition, adequate efforts will be made to mobilize internal funding sources in the form of community contribution. The local sources, in this regard, are expected to cover about 5% of the total fund in some specific projects.

As indicated in table below, the proposed fund will reach up to 50, 500,000 ETB in the planned SPM period with annual fund raising potential of ETB 10,100,000 per annum.

Table: Projection of Fund for the Third SPM (in million ETB)

Income	2022	2023	2024	2025	2026	Total
Donor Fund	5.5	7.5	10.5	12.5	14.5	50.5
Internal fundraising	0.2	0.3	0.4	0.6	0.7	2.3
Total Expected Fund	5.7	7.8	10.9	13.1	15.2	52.8
%age of internal fund	3.5	3.8	3.7	4.6	4.6	4.4

8.4 Monitoring and Evaluation

VoCDA will strengthen M&E function in the coming third SPM period through developing strong partnership in the areas of joint monitoring and program review. This will reinforce participation and program quality while paving the path towards building leadership capacity of both staff and key stakeholders as well. The intended capacity building initiative will revitalize the principles of action research and participatory review and reflection and processes.

To this end, there will be mid-term review exercise to evaluate the implementation of this third SPM through reinforcing participatory review and reflection process. In the area of financial transaction, there will be annual based external audit and ongoing financial control mechanisms; this will help to ensure the application of accountable and transparent financial process and procedure. This will be further strengthened through handling quarterly based leadership review session by VoCDA board. The process of preparing quarterly and annual progress reports will be maintained in regular and timely manner with the aim to maintain trust and ensure sustainable partnership with donors and government stakeholders as well. Responding to demand driven reporting enquiries will be another area deserving paramount attention through reinforcing effective and timely communication and due expectation of donors and other key stakeholders.

9. Risks and Assumptions

The third SPM will be undertaken during escalating burden at national and regional levels due to COVID-19, drought and internal conflict. The prevailing instability in the northern part coupled with drought situation in southeastern part of Ethiopia probably puts the nation under heavy pressure of financial deficit that reciprocally would challenge the operation VoCDA.

The global development support has been providing more focus on migration crisis instead of supporting community based development initiatives. The prevailing economic sanction may have negative influence on the donor communities to solicit support with the context of community development in 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 expected trend.

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 relevant attention on the need of building strategic funding partnership.

The following strategies are mechanisms how to overcome donors down;

- Broaden the funding base from the development partners and looking in to the options of domestic resources mobilization.
- Promoting the culture of voluntarism among the community mainly youth to contribute to local community development.
- Reach out to the existing private sectors operating in the area for the possible partnership and joint engagement.
- Focus on the key strategic issues that received the attention of the government and development partners in as much as possible.
- Further strengthen the consortium approach for joint resource mobilization with other NGO partners, mainly the international ones.

SWOT matrix of SPM III

	Strength: <ol style="list-style-type: none"> 1. Committed and competent leadership and staff; 2. Decentralized decision making process; 3. Built trust and reputation among key stakeholders; 4. Application of participatory project implementation, M&E approach. 	Weakness: <ol style="list-style-type: none"> 1. Limited funding base leading to insufficiency of budget to address multiple burning needs, 2. Limited benefit package and career development support to retain experienced staff, 3. Limited capacity to mobilize internal resources.
Opportunity: <ol style="list-style-type: none"> 1. Sound policy in providing direction for CSOs involvement in poverty eradication sectors and rights based development approaches; 2. Clarified guideline to direct possible engagement of CSOs in internal resource mobilization initiatives; 3. Promotion of innovation towards promoting CSA and CSL as alternative NRM platforms; 4. Availability of support towards improving Agri-Value-Chain development effort; 5. Encouraging trend of community institutions in supporting development initiatives; 6. Global movement towards combating climate change through strengthening women empowerment initiatives; 	SO: (Strengths V Opportunity) <ol style="list-style-type: none"> 1. Program diversification and expansion of interventions targets; 2. Promoting action research to address learning and knowledge sharing; 3. Capacity building of community institutions to facilitate participation and resource mobilization; 4. Partnership building with government and non-state actors in promoting CSA & CSL initiatives. 	WO: (Weakness V Opportunity) <ol style="list-style-type: none"> 1. Improving financial, human resources, and property management manuals; 2. Introducing feasible and attractive staff benefit packages; 3. Diversify funding base and strengthen strategic partnership.
Threat: <ol style="list-style-type: none"> 1. The prevailing drought situation and its negative impact on food security situation; 2. Unfavorable conflict situation in the northern part that have negative consequence on access to funding sources; 3. Incidences of locust invasion that may divert the attention of development partners and support as well; 4. Decline trend of donor funding due strategic shift to support victim of conflict in the northern part of Ethiopia. 	ST: (Strengths V Threats) <ol style="list-style-type: none"> 1. Improving fund raising potential and efficiency in program implementation; 2. Providing coordinated effort on integrated community development program; 3. Trust building and maintaining strategic partnership with existing and potential donors; 4. Strategic focus on innovative approach to facilitate local funding sources. 	WT: (Weakness V Threats) <ol style="list-style-type: none"> 1. Promote creative thinking that enables to overcome weaknesses through reinforcing strengths; 2. Developing comprehensive fund raising strategy to reduce threat related to competition for funding; 3. Apply effective financial control mechanism to promote efficient fund utilization strategies.

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