Country Strategy Plan

POSITIVE AC

Acronyms and Abbreviations

CBO	Community Based Organization
CBPS	Community Based Psychosocial Support
CEFC	Child, Early and Forced Marriages
CSSP	Civil Society Support Programme
DRR	Disaster Risk Reduction
FDI	Foreign Direct Investment
FGM	Female Genital Mutilation
GBV	Gender Based Violence
GOs	Government Organizations
GTP	Growth and Transformation Plan
HTP	Harmful Traditional Practice
MEAL	Monitoring, Evaluation, Accountability and learning
NGOs	Non-Governmental Organization
OVC	Orphan and Vulnerable Children
SAAD	Sex and Age Disaggregated Data
SHG	Self Help Group
SDG	Sustainable Development Goal
SRH	Sexual and Reproductive Health
TBA	Traditional Birth Attendant
TVET	Technical and Vocational Education and Training
UNICEF	United Nations (International) Children's (Emergency) Fund
WASH	Water, Sanitation And Hygiene (promotion)
WASHCos	Water, Sanitation and Hygiene Committee

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Executive Summary

PAD Ethiopia will continue to respond to the massive humanitarian and development challenges in Ethiopia, primarily focusing on the rights and needs of refugees, Internally Displaced Persons (IDPs) and communities at-risk due to climate, conflict and other crises. PAD Ethiopia will primarily work in regions with high prevalence of poverty and vulnerability and where its experience and expertise best complements those of government and other actors.

PAD Ethiopia will continue to facilitate access to basic services and create sustainable livelihood options through the Quality Services Including Health, Livelihoods programmatic and expand into the Protection and Social Cohesion programmatic area. This will enable LWF Ethiopia to engage beyond the individual and community levels to include the institutional level and link local grassroots level initiatives to regional and national through advocacy for greater impact and sustainability. Recent changes in the legislative environment also strengthen PAD Ethiopia's position to engage in and to promote rights-based approaches and building vibrant and resilient communities.

The programme will continue to employ direct implementation as the main operational modality through increasing its regional coordination offices in Dire Dawa. While focus will remain on supporting individual and community rights and priorities, the programme will gradually develop its capacity to engage duty bearers, network with civil society and to scale-up advocacy at institutional levels. Recent legislative changes have opened the possibilities to work in advocacy and human rights.

PAD Ethiopia will seek new partnerships and diversify its funding sources while continuing to work with the Related Agencies, United Nations agencies and institutional organizations. The strategy is to balance development and humanitarian funding. The programme will pursue the highest possible standards of safety, accountability and transparency and will actively explore approaches for achieving cost-effectiveness and durable solutions for the refugees, IDPs and at-risk communities.

1. Who We Are
1.1 Vision and Mission
Vision:

PAD-Ethiopia's vision is therefore to: strive and see a community of hope, humane, and social justice and women, youth and girls are empowered to continually improve and sustain their livelihood.

Mission:

PAD will bring people together to work in partnerships; Promote hope humanity and social justice for every human, life in all its fullness; to improve the livelihoods of the disadvantageous groups for Social and Inclusive Economic Growth through actively engaging

in positive actions promoting responsive care and support and fight the causes of poverty in Ethiopia".

1.2 Four value that shape how we work

PAD has set shared values that underpin its work as an organization and its relationships with beneficiaries and other stakeholders that it cherished and adheres to. Therefore, PAD's core organization values are

Solidarity

we work with a sense of professionalism to maximize high-quality standards and value for money

Humanity

PAD Ethiopia respects the dignity of every person and empowers and supports vulnerable communities in their efforts to achieve justice, human rights and a sustainable future by addressing the underlying causes of poverty and exclusion and work for a more equitable distribution of power, resources and opportunities.

Integrity

PAD will do more than anything else to make it possible for the people in the organization to take accountability, fulfil expectations, and deliver results.

Good stewardship

PAD demonstrate that they are a good steward of the resources bequeathed to the donor and the communities

2. The Nation We Are Part Of

2.1. Country Context: Opportunities and Challenges

With about 109 million people (2018), Ethiopia is the second most populous nation in Africa, and the fastest growing economy in the region. However, with a per capita income of $790, Ethiopia is also one of the poorest countries, yet it aims to reach lower-middle-income status by 2025. The country's economy experienced strong, broad-based growth averaging 9.9% a year from 2007/08 to 2017/18, compared to a regional average of 5.4%. However, the current COVID-19 pandemic will have a severe impact on the economy. It is estimated that the pandemic will cost sub-Saharan Africa between $37 billion and $79 billion in output losses due to disruption to trade and value chains, reduced foreign investment and aid. As one of sub-Saharan Africa's most populous countries, Ethiopia will be severely affected by the pandemic. The country's Growth and Transformation Plan (GTPII), the second five-year national development plan is ending in the current year, 2019/20. The government is currently developing a new plan, the 'Ten-Year Strategic Development Plan'.

According to FDRE 10-Year Strategic Development Plan (DRAFT)[1], the youth unemployment rate is estimated at 25.3% (18.6 among males and 30.9 among females). Estimated at 2%, rural unemployment seems much lower than urban unemployment. However, the document asserts that due to the declining smallholder farmers' land-holding size, there is high 'hidden rural unemployment'. The FDRE Job Creation Commission (JCC) recognizes the need for improving the inclusiveness of the labor market: The Commission's proposed strategies to address this challenge involve promoting off-farm activities, promoting women's economic empowerment by implementing programs that reduce the level of unpaid employment in rural areas among women, and expanding village and community-based economic empowerment and livelihood programs for women.

The policy informs PDA's priorities and supports the implementation of the 2030 Agenda for Sustainable Development, along with Ethiopia's ambition of reaching middle-income country

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[1] ኢትዮጵያ 2022፤ ፍኖተ ብልጽግና፤ የአሥር ዓመት መሪ የልማት ዕቅድ (2013 – 2022) (Translation: Ethiopia 2030: Road Map to Prosperity: Ten-Year Strategic Development Plan) DRAFT

status by 2025 and achieving its national SDG targets, including the commitment to 'leave no-one behind'. The Strategy will align with and contribute to the Government's main national-level policy framework, the forthcoming Ten-Years Strategic Development Plan which will guide investments in support of these aims over the next decade. Still under development, the plan centers on five strategic pillars: macroeconomic stability; quality of economic growth; productivity and competitiveness; implementation capacity at all levels; and a resilient green economy.[2]

2.2. International Frameworks in the Country Context

PAD Ethiopia Ethiopia's strategy is aligned with the upcoming 10-Year National Strategic Plan. Beyond the national strategies, it is aligned with international frameworks conventions, including the Sustainable Development Goals, Global Compact for Refugees and the Sendai Framework for Disaster Risk Reduction to ensure the protection and life with dignity of those targeted through this strategy.

Alignment of PAD Ethiopia's priorities with international frameworks and conventions			
PADEthiopia	Sustainable Development Goals	Sendai Framework for Disaster Risk Reduction	Global Compact on Refugees and Migrants
Quality Services	Goal 6 – Clean Water and Sanitation Goal 16 – Peace, Justice and strong institutions		

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[2] Sustainable Jobs for All: Plan of Action for Job Creation, page 17

Livelihood	Goal 1 – No poverty Goal 2 - Zero Hunger Goal 10 – Reduced Inequalities Goal 16 – Peace, Justice and strong institutions		Objective 2 – Enhance Refugees Self Reliance
Protection and Social Cohesion	Goal 16 – Peace, Justice and strong institutions	**Priorities** Strengthening Community Peace-Building Empowering Youth and capacity in conflict mitigation Building Cooperation and Reconciliation through Livelihoods Supporting Community based institutions role in peace building and conflict mitigation Enhance government capacity in peace building and conflict mitigation Promoting Peace and Reconciliation	Objective 1 - Strengthening Community Peace-Building Objective 2 – Empowering Youth and capacity in conflict mitigation Objective 3 -Building Cooperation and Reconciliation through Livelihoods Objective 4 - Supporting Community based institutions role in peace building and conflict mitigation Objective 5 - Enhance government capacity in peace building and conflict mitigation Objective 6 - Promoting Peace and Reconciliation

			Objective 6 - Helping Communities Prevent Violence
Climate Justice	Goal 7 - Affordable and Clean Energy Goal 13 – Climate Action Goal 15 – Life on Land Goal 16 – Peace, Justice and strong institutions		Objective 1 - Ease the pressures on host countries; Implement a comprehensive refugee response, based on a new framework that sets out the responsibility of Member States, civil society partners and the UN system, whenever there is a large movement of refugees or a protracted refugee situation.
Gender Justice	SDG 5 – Gender Equality Goal 16 – Peace, Justice and strong institutions	Prevent and respond to sexual and gender-based violence.	Protect the human rights of all refugees and migrants, regardless of status. This includes the rights of women and girls and promoting their full, equal and meaningful participation in finding solutions.

PAD Ethiopia will also commit itself to contribute to the achievement of various conventions on climate. The Paris Agreement on climate change has established goals and a framework for the long-term response to climate change and PAD Ethiopia recognizes that the time has come for its fast, ambitious and effective implementation.

3. Where, Why and How We Work

3.1. Geographic Areas

PAD Ethiopia focuses on the poor, at-risk communities, the hard-to-reach communities and those affected by conflict and climate change-induced displacement, contributing in building sustainable, resilient and just societies. PAD Ethiopia will thus continue to focus on geographic areas where poverty and vulnerability level is high. The new developments in the political arena both in the Horn of Africa region and within the country will continue to inform PAD Ethiopia's programming. Thus, geographically, PAD Ethiopia will continue to intervene in areas where there are communities most susceptible to the impacts of climate change such as Eastern Ethiopia and Central and Eastern Somali.

3.2. Added Value of PAD

The organization has executed several community developments programs and projects in Dire Dawa city, Harari Regional state, East and West Harerge Zone of Oromia Regional states. PAD programmatic intervention focus includes Child Protection and Development, Peace building and conflict mitigation, homeless women and children protection and care, Youth Development, HIV/AIDS, Gender and Youth Empowerment, Basic Health, Livelihood and Economic Empowerment and Environment.
All the programs are managed by the organization in collaboration with key government partners to address the key focus areas of the organization and contribute the government programmes.

As input into the design of the Strategy, PAD carried out a series of internal reflection and lesson-learning exercises, drew on the findings of the Mid-Term Review of the previous Country Strategy Paper. The evaluations confirmed the positive achievements of the PAD's approach, noting that our work on rural livelihoods, health, migration, conflict and social protection elements have continued to respond effectively to the changing context and are relevant to the needs of the poorest and the marginalized recommending continued

engagement in these key areas. PAD's has a well-developed capacity in managing impactful OVC care and support, HIV/AIDs care and support, mental health and Livelihood development, and emergency crises mitigation interventions. The organization impactful achievement on OVC care and support is nationally recognized achievement by the Federal Women and Children Affairs and has been endorsed for scale up across the entire country. In addition to this , the organization successfully managed other programmatic intervention focusing on family reintegration of street children and youth, conflict management and Positive Youth Development, Gender empowerment, Combating GBV and HTPs, Basic Health, Livelihood and Economic Strengthening Program, benefiting thousands' of vulnerable community group in partnership with international and local funding agency to meet the increased food insecurity of vulnerable households during shocks.

The country program strategy for the forthcoming period draws on lessons learnt from the implementation of the previous 2016 to 2020 strategy, ongoing program monitoring, reviews and evaluation, partner and staff consultation, key lesson include:

- Review and partner consolation show that programme integration between Child protection, peace building and conflict mitigation, youth development, basic health, livelihood and economic empowerment and environment means better cost-effectiveness and more comprehensive results. Service component such as Income-Generating Activity and women Self Help Groups (SHG) helps create space for community dialogues on behavior change and taboo subject such as FGM.

- Improved the lives of tenth of thousand's poor marginalized and vulnerable men women and children and their families. Improved community level service delivery systems, informed, empowered and engaged citizens, enhanced public and private sector engagement, enhanced local resource mobilization and use, support, promote behavioral and attitude change, inform and influence policy decision, initiate governance reforms, enhance community awareness and participation, improved household economy and reduce vulnerability.

- The organization was acknowledged as a thought leader and strong advocate for women's economic empowerment across national platforms in Ethiopia, with some opportunities for greater impact noted. In the health sector, PADs's success in contributing to the decline in neo-natal and maternal deaths was highlighted, along

with the impact of health and nutrition programming that led to a reduction in stunting in children under five.

- Evaluations evidence the added value that sub-national programming has brought to successive Country Strategies, noting that our presence brings credibility and depth to PAD's overall programme, as well as enhancing impact at the local level. Programming that takes place at sub-national level also provides an opportunity for the organization to generate contextual evidence from the ground and to develop expertise in particular sectoral areas.
- The organization has a well-developed capacity in managing impactful OVC care and support, mental health and Livelihood development, and emergency crises mitigation interventions. The organization impactful achievement on OVC care and support is nationally recognized achievement by the Federal Women and Children Affairs and has been endorsed for scale up across the entire country. In addition to this, the organization successfully managed other programmatic intervention focusing on family reintegration of street children and youth, conflict management and Positive Youth Development, Gender empowerment, Combating GBV and HTPs, Basic Health, Livelihood and Economic Strengthening Program, benefiting thousands of vulnerable community group in partnership with international and local funding agency.

3.3. Ways of Operating

PAD Ethiopia will continue to be an implementing organization due mainly to the fact that the government does not allow organizations like PAD Ethiopia to sub-contract their implementation to other organizations. PAD Ethiopia works in collaboration with the government offices at various levels and engages and empowers people of concern to actively participate in and own their development destiny through:

- building capacities through trainings and awareness raising in priority thematic and technical fields;
- Work with government and local peace actors at different level
- community organizing into formal cooperatives, Self-Help Groups (SHGs), saving and credit groups and community institutions such as RuSCCO, CBOs and Water Users' Associations;
- facilitating access to financial services and appropriate technologies;

- creating market linkages for their products and services.

PAD Ethiopia will support the formation, strengthening and empowerment of farmers' cooperatives, saving & credit groups, self-help groups, and other community-based organizations for enhanced institutional, financial and risk management capacities to become agents of sustainable social change in their communities.

The country program will operate at three levels of individual, community and institution. The individual levels usually refer to the HHs as people of concern and at community levels, the scope refers to the various groups organized or supported by projects. These include water users' associations, self-help groups, saving & credit groups and other community-based organizations, at institution level, PAD Ethiopia will also build the capacities of pertinent local government offices with an emphasis on ensuring community participation, provision of monitoring and administrative supports to ongoing community development projects. It will also work with network organizations to promote right issues and engage in advocacy activities to be able influence relevant policies. PAD Ethiopia seeks to apply a rights-based approach, combining fundamental rights with practical ways of addressing vulnerabilities in partnership with the duty-bearers.

PAD Ethiopia will pay special attention to the issue of climate justice going beyond the physical aspect of environmental protection to include the ethical, political, rights dimensions of climate change. With the increasing competition over resources culminating in conflicts in Ethiopia, PAD Ethiopia will adapt its work by adopting innovating approaches such as reaching out to and forging unconventional partnerships and linking local to national initiatives through advocacy. The gradual opening up of the civil society space has fostered a conducive environment to chart a new mode of operation for PAD Ethiopia to support and work with civil society organizations engaged in advocacy and promotion of rights under the Protection and Social Cohesion programmatic area.

Throughout the strategy period, PAD Ethiopia will coordinate with the duty bearers at the kebele, woreda, zonal, regional and federal levels to address issues raised by the right holders from the planning stage throughout the programming cycle including during targeting, selection of right holders, prioritization of project activities and influencing of key right holder demands for inclusion in local development plans.

3.4. Sustainability and Exit Strategy

Target communities are agents of their own development and PAD Ethiopia recognizes that sustainable outcomes may only be achieved in sound community participation throughout the project cycle. PAD Ethiopia will build capacities of local government and target population in view of sustaining project outcomes and benefits beyond the project and strategy periods.

PAD Ethiopia's approach to sustainability is premised on the facts (i)) that communities are the legitimate owners of their development, (ii) resources are limited and projects should only create the initial impetus to unleash communities' potential and embark on a development process, (iii) prolonged presence of the organization in a specific geographical area may lead to dependency syndrome as opposed to self-reliance; and (vi) that there is a need to address the issue of equity as many more communities in the next districts and zones live in abject poverty.

The active engagement of local government authorities from the initial stages of the project to the final evaluation will ensure that PAD Ethiopia's interventions and the resulting outcomes will continue to be enjoyed long after PAD Ethiopia's phase-out. Phased graduation of the target communities in a given geographical area will begin by assessing the level of asset formation, self-reliance and leadership capacities developed because of the intervention. Key stakeholders will be empowered and technically equipped to take-over and sustain the project's outcomes after the end of the project.

4. Programmatic Framework

Ethiopia is dramatically changing with the gradual opening of the civil society space and gender parity in high office, creating an enabling environment for strengthened human rights, gender and climate justice work.

PAD Ethiopia will concentrate on all program areas of livelihoods(women empowerment), quality services (health, WASH and Environment) and protection and social cohesion including migration through an integrated approach to address the multiple challenges faced by the target communities. It will put an emphasis on linking humanitarian, development and peace building initiatives that will be implemented at all three levels. It will also focus as a programmatic approach on emergency, recovery and development continuum. At the individual level, PAD Ethiopia will ensure that its programming leads to self-reliance, resilience

and empowerment. At community level, the country program will strengthen the capacity of community structures to engage collectively in socio-economic activities but also claim and defend their rights. At the institutional level, PAD Ethiopia will work with right holders and duty bearers to influence local development agenda for the fulfillment of socio-economic and civil rights of targeted communities.

4.1. . Programmatic Area: Human health, Environment and WASH Development Program

Chronic poverty and conflict and climate change-induced displacement disrupt people's livelihoods and subject communities-at-risk, IDPs and refugees to conditions of extreme vulnerability. Considering the context in Ethiopia, such sectors as health, environment and WASH fall under this programmatic area. Health is the key intervention area of PAD under access to basic services component that will works in the health sector especially on children's health since its inception. PAD intervention with regards to health focuses on to reduce the vulnerability to HIV/AIDS and mitigate its impacts among target communities through creating awareness on the pandemic and promotion of reproductive health to improve the knowledge, attitude and practice of the community particularly women and youth on reproductive health and family planning. The environment component focuses on rehabilitation of the environment with long-term objective of building the capacity of the target communities to deal with the challenges posed by climate change. The WASH interventions mainly include awareness creation on WASH that focus here is to improve their knowledge and practice of the target community on hygiene and sanitation. This is done through organizing community conversation and public events and construction of WASH facilities under this sub-program is aimed at creating access to clean drinking water and basic sanitation facilities and thus, public toilet services and water points are constructed for disadvantaged communities.

The income generation interventions mainly include building capacity of the target community to be able start gainful businesses and become self-sufficient on a sustainable manner.

PAD Ethiopia will use its experience in the programme with vulnerable and marginalized contexts to empower communities to become self-reliant by creating livelihoods options catered to each demographic group and will work with food and income insecure households by introducing new productive technologies and practices through the community empowerment process. At community level, PAD Ethiopia will focus on interventions that

improve access to markets, productive technologies and financial resources. To achieve this, will work through a variety of community-based organizations.

At individual level, PAD Ethiopia will work towards providing basic services, skills development and awareness raising with the target community on their rights and responsibilities as well as empowerment to claim services from the duty bearers. At community level, promotion of community-based approach towards quality services by strengthening community structures such as WASH committees for sustainability and ownership will be the main focus adhering to the right-based approach. At the institutional level, PAD Ethiopia will work with relevant regional and national actors to escalate rights to quality services.

4.2. . Programmatic Area: Human care and Socio-Economic Development

PAD Ethiopia has been implementing Community Based Psychosocial Support (CBPS) interventions aiming to support individuals who have been vulnerable and marginalized. The primary objective of CBPS is to enable people of concern live a safe, dignified, and empowered life free from all forms of discrimination, abuse, and exploitation. PAD Ethiopia recognizes that CBPS as part of the Protection and Social Cohesion programmatic areas should be expanded both in terms of scope and coverage to include all targeted members of communities-at-risk and to cover areas of child protection, gender equality, psychosocial support, economic empowerment, peaceful coexistence and right to access basic service.

Under this programme PAD Ethiopia will focus on child centered works to ensure all its interventions are child sensitive and responsive. Besides, it extends specific services tailored to meet the needs of orphan and vulnerable children, their guardians and Orphan and Vulnerable Youth that include orphan and vulnerable children are given psychosocial support include monthly financial support, medical checkups, educational materials, cloths, shoes and uniforms, etc. The aim is to ensure proper physical, mental/intellectual growth and development of target Orphan and Vulnerable Children (OVC) and targets guardians of OVC Orphan children through providing basic business skills and financial means to start IGAs aim is to make the guardians economically self-reliant to take care of their children. The income generation interventions mainly include building capacity of the target community to be able start gainful businesses and become self-sufficient on a sustainable manner.

At individual level this program area focuses on empowering and building the capacity of individuals experiencing psychosocial problems, discrimination and exploitation. At the community level, PAD Ethiopia will work towards promoting and advocating for human rights and strengthening capacity of community structures to facilitate community action, strengthen social cohesion and create a safe environment for its members. At the institutional level, PAD Ethiopia will closely work with government and non-governmental institutions, associations, networks of civil society organizations and media to promote the rights of individuals as well as create linkage between target population and duty bearers.

4.3. Programmatic Area: Peace building, democratization and conflict transformation program

The programme will informed by intensive context and conflict needs assessments as well as PAD's significant programme experience and partnerships at the local level. The programme will focus to contribute to social cohesion and reconciliation in Easter Hararghe and Somali with key programme intervention of increased support and opportunities for youth to participate in peacebuilding, increased empowerment of community and faith leaders to actively promote social cohesion and reconciliation. Increased conflict-sensitivity of community-based programmes and services delivered by government, humanitarian agencies and NGOs (local and international).

The programme has identified three pathways of change. The first pathway will challenge negative perceptions of youth as either drivers of conflict or victims and reframe them as positive actors for peace and prioritized working with young people to prevent youth opting to engage in disruptive or divisive ways to express their discontent and instead empower them to work towards building a peaceful future for themselves and their community. This pathway will improve youth participation in the peacebuilding process by equipping them with the foundational knowledge, soft skills and support to influence peacebuilding and social cohesion in their communities. Youth are generally most concerned with the opinions of their peers – as such, encouraging youth-led peace building initiatives and supporting the establishment of youth role models in peacebuilding are the most effective means to shifting behaviours and norms of youth more broadly. The Action will simultaneously work to build institutional environments, such as schools and churches that are supportive of youth participation in social cohesion and peacebuilding. The lack of livelihood options for young people in the targeted areas has been identified as one of the main drivers of conflict. The action will pilot highly targeted livelihood activities to support

livelihood options for young people and fill identified gaps within the job and training market. This approach will enhance vulnerable young people's skills and employment opportunities beyond the life of the action.

The second pathway of change will foster an environment where community and faith leaders and community members are empowered to build social cohesion and resolve potential triggers and drivers of conflict. The community and faith leaders, as highly trusted and respected figures, will establish institution-based Peace Committees that leverage their existing network base. The leaders will be skilled at facilitating constructive dialogue and guide the Peace Committees through the development and implementation of Peacebuilding Action Plans. The Peace Committees will run joint peacebuilding projects and events, based on the needs and priorities of their community. Each Peace Committee will develop and use a conflict early detection and response mechanism that will be owned and implemented by the community to identify potential triggers and dispute resolution options. At the household level, the Action will utilize the Faithful House approach to address conflict within couples and households. This work will be underpinned by Do No Harm and Social Analysis and Action approaches.

The third pathway of change recognizes that many humanitarian agencies, NGOs, government agencies and other service providers are providing vital relief and development programs in a highly complex and fragile situation. There is a critical need for this work, however, without the adoption of conflict-sensitive approaches, there is a risk that this service delivery could bring about inadvertent harm to the populations they are seeking to serve. This pathway will build the capacity of these stakeholders to have the skills, knowledge and support to implement conflict sensitive services to strengthen the peacebuilding infrastructure. The Action will also convene regular roundtable meetings between these stakeholders to share learnings and recommendations.

4.4. Programmatic Area: Organization IGA

Nowadays, the internal and external environment of the voluntary sector considerably changes over time. The traditional way of supporting poor communities through NGOs is less favored by donors, and the international trends of development cooperation currently focuses on promoting trade than aid, and on investment than consumption. Besides, an economic crisis and COVID-19 impact that happens in donor countries has been greatly affecting the functioning of local NGOs and sustainability of their development programs.

To remain competitive and responsive to community needs thus calls for local NGOs to induce innovative development approaches that give due emphasis for social entrepreneurship and local resource mobilization. Cognizant of this, PAD will be inoculated 'social enterprise' in to its overall organizational development approaches. Social enterprise is development approach through which organizations engage in income generating activities and invest the profit thereof for social development. This approach enables charity organizations to become self-sufficient through mobilizing resources from local source and thereby ensure sustainability of their development interventions. In accordance with this approach, PAD will focus established a well-furnished training facility and other IGAs opportunities depending on the contextual assessment and analysis.

4.5. Programmatic Area: Capacity building, knowledge management and promotion program

Considering the importance of knowledge management and learning, PAD Ethiopia will introduce a web-based knowledge management system where all the required documents are uploaded, periodically updated and shared to all concerned. For the implementation, a guideline for knowledge management will be prepared and awareness will be created. Good practices and lessons learned will be documented and shared. The Monitoring and Evaluation team will oversee the planning and setting up of the knowledge management system as it pertains programmatic aspects. The team will also be responsible to build staff capacity and enforce utilization of the system. Digitalization and archiving might be useful tools to support PAD knowledge documentation, retention, retrieval and sharing, but also need to establish innovative structures, processes and systems within PAD Ethiopia for learning from past experiences, evaluations, completed projects, research and emerging trends.

4.6. Country Result frame work (CRF)

Overall Impact Statement

The country program envisages people in program areas becoming socially and economically self-reliant, empowered and achieve sustainable livelihoods within vibrant communities and transformed systems and relationships.

Programmatic Area 1: Human health, Environment and WASH Development Program

Problem Statement PA 1.1: Communities-at-risk, girls and women suffering health and other consequences of social norms being maintained, which support attitudes and practices related to e.g. unsafe home-deliveries, early marriages and pregnancies, female genital mutilation and intimate partners violence. PAD Ethiopia plans to work with and support survivors of GBV, FGM and CEFM have safely accessed adequate and appropriate support services: These include medical, economic and psychosocial support. For this to happen, barriers to seeking assistance have to be reduced. These include: Stigma and taboos related to e.g. violence; protection of survivors; lack of information about available services and how to access them and; weak referral links and coordination mechanisms

CRF Outcome 1.1	Indicator
Increased access to basic services	1.1.1 % of individuals/HH heads access the health services
	1.1.2 No. of groups/communities access the service more sustainably

Problem Statement PA 1.2: High mortality and morbidity rates due to water and vector borne diseases as consequences of: People's and communities' lack of sanitation facilities; unhygienic practices and; poor access to safe and well-functioning water supply, PAD Ethiopia will focus its efforts on increasing sustainable access to safe drinking water, eliminating open defecation, improving access to adequate sanitation and promoting hand washing and good hygienic practices, including in schools and with particular attention to girls

CRF Outcome 1.2	Indicator

Increased access to safe and well-function water supply	1.2.1 No. of households accessed safe water
	1.2.2 1No. of households constructed latrine/toilet
	1.2.3 No. households practiced handwashing and good hygienic practice

Programmatic Area 2: Human care and Socio-Economic Development

Problem Statement PA 2.1: Lack of access to employment opportunities, capital and means of alternative income source affect communities affected household economies of vulnerable communities. PAD Ethiopia will work towards developing capacity of groups, advocate for inclusion of vulnerable groups in employment sectors and creating access to income generating activities to improve access to employment. Unlike in the previous strategy, special emphasis will be given explicitly to youth in view of the growing rate of unemployment and as drivers of change and development. This is in alignment with the growth path of the development. PAD Ethiopia also aims to address the problem of youth unemployment in its geographic intervention areas.

CRF Outcome 2.1	**Indicator**
Increased access to gainful employment opportunities	2.1.1 No. of individuals with new income-generating sources
	2.1.2 No. of individuals reporting increased income
	2.1.2 No women engaged in micro-franchise

Problem Statement PA 2.2: Preventing violence, abuse and exploitation and neglect through improved and equitable prevention and child protection systems is a challenge. As child centered organization, PAD Ethiopia aim to address the problem on OVC through works to ensure all its interventions are child sensitive and responsive. Besides, it extends specific services tailored to meet the needs of orphan and vulnerable children, their guardians and Orphan and Vulnerable Youth (OVY).

CRF Outcome 2.2	Indicator
Orphan and vulnerable children are given psychosocial support increased	2.2.1 No. of OVC supported
	2.2.2 No. of households using energy-saving stoves

Problem Statement PA 2.3: Improved and equitable prevention and child protection systems is a challenge as the guardians are not economically self-reliant to take care of their children. PAD Ethiopia aim to address the problem on OVC through organizing the guardians as economically empowered SHGs

CRF Outcome 2.3	Indicator
OVC Guardian Economic Empowered	2.3.1 No of Guardian organized in SHG
	2.3.2 No of guardian trained on Business skill and engaged in IGAs

Programmatic Area 3: Peace building, democratization and conflict transformation program

Problem Statement PA 3.1 Humanitarian crises including conflict pose physical, emotional, social, sexual and economic risks to vulnerable groups. Normal social networks and structures

CRF Outcome 3.1	Indicator
Increased empowerment of community & cohesion and reconciliation	3.1.1. No of faith and community leaders (including Village heads, Kebele leaders, women's groups representatives for Peace Committee members trained and supported to promote social cohesion and reconciliation at HH and community levels
	3.1.2 No. of community groups/structures/institutions have functional community-based community groups/structures/institutions have functional community-based early detection and response mechanisms for peace early detection and response mechanisms for peace
	3.1.3 No of traditional leaders engaged in peace-building initiatives

Problem Statement PA 3.2: Women in and girls in the communities PAD Ethiopia works with are often marginalized and socially and economically disempowered. PAD Ethiopia plans to work with members of the communities to contribute to gender equality and empowerment of women and girls

CRF Outcome 3.2	Indicator

More women gain equal access to rights and opportunities	3.2.1 No. of individuals with increased awareness about gender equality and masculinity
	3.2.2 No. and type of initiatives to change mentalities and promote equal access to rights and opportunities for women and girls

Programmatic Area 4: Organization IGA

Problem Statement PA 4.1 Nowadays, the internal and external environment of the voluntary sector considerably changes over time. The traditional way of supporting poor communities through NGOs is less favored by donors, and the international trends of development cooperation currently focuses on promoting trade than aid, and on investment than consumption; Besides, an economic crisis and COVID-19 that happens in donor countries has been greatly affecting the functioning of local NGOs and sustainability of their development programs. To remain competitive and responsive to community needs thus calls for local NGOs to induce innovative development approaches that give due emphasis for social entrepreneurship and local resource mobilization. PAD Ethiopia will aim social enterprise as development approach through which organizations engage in income generating activities and invest the profit thereof for social development. This approach enables PAD to become self-sufficient through mobilizing resources from local source and thereby ensure sustainability of their development interventions.

CRF Outcome 4.1	Indicator
Established a well-furnished training facility	4.1.1 No of Training center constructed
	4.1.2. No of employment opportunities created

Programmatic Area 5: Capacity building, knowledge management and promotion program

Problem Statement PA 5.1: This is an area we are all struggling in, on concrete measures to capture and document change and impact in PAD's programmatic work, as well as extracting lessons of what works or not in all support functions. Digitalization and archiving might be useful tools to support our knowledge documentation, retention, retrieval and sharing, but we also need to establish innovative structures, processes and systems within PAD Ethiopia for learning from past experiences, evaluations, completed projects, research and emerging trends.

CRF Outcome 5.1	Indicator
Staff capacity enhanced	5.1.1 No of staff trained on MEAL
	5.1.2 Number of publications per each thematic areas published and disseminated for learning and replication

Strategic Choices:

PAD Ethiopia has taken a shared decision on the following strategic choices. This shared decision includes consideration of; the findings of research and in-depth analysis of both the internal and external environments, including internal organizational capacity, experience and expertise; critical reflection on our past and current programs; successes, best practices and lessons gained;; national development strategies, plans and priorities; and our existing commitments.

- *We will develop and implement a holistic and integrated program in five key areas; improving access to, and the quality of, the basic services of health, economic empowerment, peace building organization IGAs and WASH*

Holistic planning encourages programs to look, at an early stage in the program development process, at the full range of initiatives that PAD's with its GO partners may choose in order to assist them in tackling poverty and disadvantage. As revealed by the findings of the external environment analysis, the new PAD strategic program will contribute to addressing the most critical needs of the country; improving the quality of and access to access to and quality of Health services, WASH and Secure Livelihoods to build resilience, particularly focusing on the most disadvantaged groups of the population, Women, Children, schools girls and their family

The holistic program strategic choice suggests the continuation of the Health Interventions (building on successes, experiences, best practices, and lessons gained so far), and start secure livelihood as a new intervention area and develop and implement all of all interventions in an integrated and holistic manner. In implementing the program, PAD Ethiopia will work at levels of the health, Water, social protection, peace building and resilient livelihood systems, from Federal to Woreda/District.

Livelihood comprises the capabilities, material and social assets and activities required for a means of living. Everything that goes towards creating secure livelihood can be thought of as livelihood asset (Messer and Townsley, 2003). The major livelihood assets are **Human Capital** (including age, education, health status, etc.; **Physical Capital** comprising basic infrastructure and producer goods needed to support livelihood; **Social Capital** including power relations, networks and connectedness; **Financial Capital** such as credit, saving, remittances, etc.; and **Natural Capital** which the natural resources stock such as land.

The rationale for the new resilient livelihood intervention area is, as revealed by the findings of pre-planning research and analysis, that poor, disadvantaged, and marginalized people, particularly women and men, is a major factor affecting their secure resilient livelihood and disempowering them to adequately access quality basic services and lead a better life.

- *Our holistic program will target and aim to make a positive and lasting impact on the lives of our target beneficiary groups, disadvantaged and marginalized "Women and Men, Children, and school Girls".*

One of the significant changes in our Country Strategic Plan is that we have successfully identified our primary target beneficiary groups; disadvantaged and marginalised Women, Children, and school girls. Our program and partnership development, implementation, and monitoring and evaluation will put these target groups at the centre of our strategy.

The external analysis confirms that poverty exists widely throughout Ethiopia in both rural and urban settings. However, the analysis also showed that the extent of poverty in rural areas is higher both in relative and absolute terms with Women, Children, and youths being the most disadvantaged and marginalized. Rural populations, particularly the target beneficiary groups, are far from basic services, other infrastructure and information and are unable to participate in development processes that affect their lives.

PAD Ethiopia realizes that communities, community groups, and households have varying degrees of vulnerability according to the livelihood assets they have at their disposal, their coping mechanisms or responses they apply in the case of external livelihood stress/shock, as well as the power positions they hold in their communities. PAD recognize that our target beneficiary groups are broad and large. We will therefore develop up-to-date, clear and shared knowledge and understanding of the scope, main causes, and characteristics of poverty and disadvantage (particularly amongst our target groups) both internally and amongst our partners and further specify our target beneficiary groups.

- *We will use diverse people centred interventions to support the capacities of our partners:*

PAD Ethiopia, in line with the organizational strategy, is committed to and will continue to work in partnership with a diverse portfolio of strategic partner organisations (Government Organizations, Community Based Organizations, Associations, etc.) at Federal/National/Local levels as one of its core approach to development, with a focus on building their capacities that encompasses both technical and institutional approaches. Our commitment stems from our strong belief that working with partners

on the principles of shared vision, goals, and objectives as well as harnessing and combining our efforts to fight against poverty, will be more sustainable, resilient, empowering, and cost-effective and enables active participation and local ownership.

We will develop and implement a policy influencing strategy adopting a non-confrontational, collaborative, and influencing from within approach. Our policy influencing intervention will focus on supporting the capacity of our partners to develop and implement pro-poor policies through operational research as well as sharing of experience, best practices, and lessons learnt from implementation of our programs.

6. STRATEGIC PRIORITIES

PAD-Ethiopia's vision is therefore to: "Seek a future in which Ethiopia rural and urban communities are resilient and women, youth and girls are empowered to continually improve and sustain their livelihood".

Preconditions to reaching the vision

To contribute to this vision, PAD Ethiopia will follow four change pathways:

- **Change social norms**: For women, youth and girls to be empowered, social norms that favour their right to decide over own bodies, must be accepted by the local community. Influential community leaders and members must be convinced about the need for change, including with respect to negative health consequences of e.g. poor sanitation and hygiene, home-delivery without skilled health staff, early pregnancies and harmful practices. In order to sustain changes, a critical mass of convinced family heads, boys and girls have to be created. Through them and a sanctions system, pressure to conform will be exercised on those likely to maintain old practices. Sanctions may include penalties imposed by traditional community-based organizations or the government judicial system.

- **Build strong community responses**: For Ethiopian rural communities to be resilient, they need organization, capacity, knowledge and means for: Consultative change processes e.g. community dialogues; committees for regeneration and protection of water, soil and vegetation; community task forces for disaster-risk preparedness and response; self-help groups for savings and livelihood development e.g micro-franchise, and; for operations and maintenance e.g. WASH Committees. In order to achieve this, an initial support with capital, tools, capacity building and organization may be required.

- **Link community interventions with government policies, offices and public services**: For changes in points 1 and 2 to be viable, interventions must be aligned with Ethiopian government policies, and coordinated with relevant government offices. Families, women and youth must be informed about their rights according to Ethiopian laws, and about available public services. Further local community leaders must know about government policies and plans, and community interventions must be linked with government offices and services for long-term coordination and support. This link must include mechanism for citizens' feedback and consultations as a part of social accountability.
- **Strengthen Community Based organizations (CBOs)**: For both initial action as well as follow-up of the three above points, Ethiopian rural communities need support of both faith-based and secular CBOs. Provided local presence, legitimacy, and understanding of the communities they serve, local CBOs can play a crucial role in: Changing social norms; establishing links to government entities; developing local structures and ownership and; encouraging corrective action if sustainability is at risk. For Ethiopian CBOs, key sustainability issues are: An enabling space; ability to relate to government laws and policies; documented and recognized results and; proven up-ward and downward accountability.

PAD Ethiopia's Strategy Map

The vision, mission, values and strategic goals are the Foundations of PAD Ethiopia's strategy. These present the impact on society that the country programme aspires to achieve.
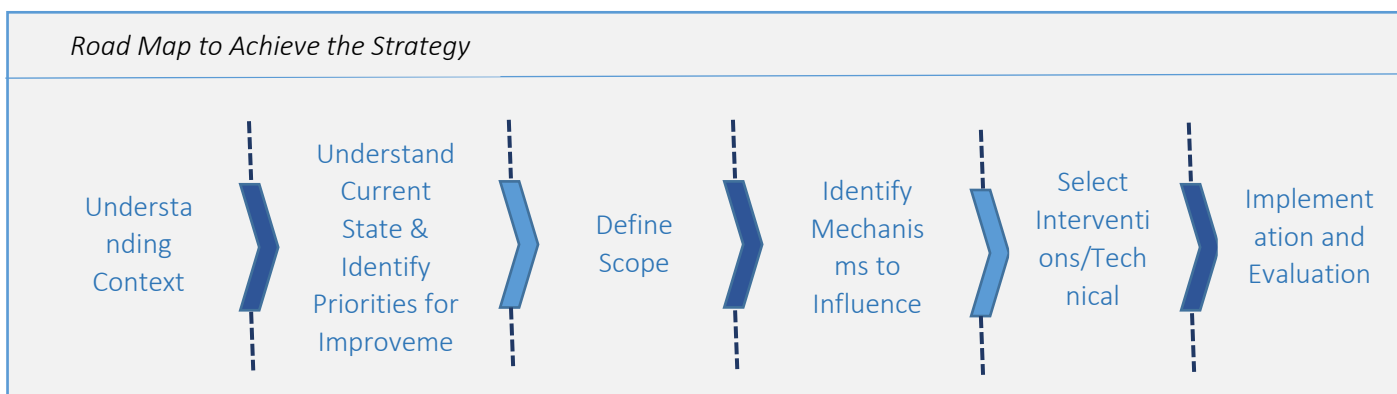
We have identified how we will deliver the strategy by developing a strategy map of priorities and scorecard to measure success.

Priorities were identified using four perspectives. They are both internal and external to ensure a balance is maintained throughout the strategy and its implementation. To identify the objectives, each perspective asks a specific question:

- Beneficiaries: What must we achieve for and with our beneficiaries?
- Internal Processes: What must we excel at in order to achieve for our beneficiaries?
- Learning and Growth: Where do we need to invest in order to excel?
- Resources: How will we ensure we are adequately resourced?

Understanding the strategy map:

The map is not intended to present a hierarchy of objectives or to be read left to right. All the objectives need to be achieved to respective targets for the strategy to be a success. They are all interconnected. The map represents a logical order of questions. Moving from the Resources to the Beneficiaries perspective there is a 'Why' logic. Moving from the Beneficiaries to the Resources perspective there is a 'How' logic. We use the below strategic approach for the programme quality.

Road Map to Achieve the Strategy

Understanding Context ❯ Understand Current State & Identify Priorities for Improveme ❯ Define Scope ❯ Identify Mechanisms to Influence ❯ Select Interventions/Technical ❯ Implementation and Evaluation

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Competence development

Key competency areas to be covered during 2020-2024are:

- **WASH**: WASH knowledge vary greatly limited. PAD will therefore closely accompany partners in all aspects of WASH from project design, feasibility studies and scheme development to community mobilization, implementation and post-implementation activities. It will also provide capacity building on all aspects of WASH including management, policies, standards, governance, accountability and sustainability. To do this, PAD will create new post for WASH programme of people with a professional background in water engineering, hydrogeology, community mobilization and sanitation and hygiene.

- **Peace building and conflict resolution:** PAD aspires to contribute and help the Ethiopian democratic process to build an enabling environment for a peaceful and inclusive reform process that provides a pathway to a more democratic Ethiopia. Thus, PAD adapt and expand on aforementioned rapid response activities so that it contribute to the increased resiliency and adaptation to respond conflict in conflict prone woredas of EAST and West Harerge Zone of Oromia and Dire Dawa city and Hareri administration.

- **Reproductive Health**: For Harmful Practices, PAD will continue with the current experience. Priorities will be field monitoring, tools development, facilitation of experience exchanges and documentation including through cooperation with academic and research institutions. PAD will work on deepening GO partners' capacity on gender, maternal health and youth SRH issues. To do this, PAD will maintain a team of people with a background on public health, psychology and social work. In addition, it may consider recruiting a health professional.
- **Program support functions**: To support program development, monitoring and documentation, PAD will maintain a team of a Monitoring, Evaluation, Accountability and learning (MEAL) Coordinator.
- **Financial and administrative functions**: Follow-up on finance and administrative issues will be of high priority. A team of the existing financial staff will be maintained responsible for financial monitoring, accompaniment and capacity development, and for all accounting functions. In addition, PAD will maintain the existing logistics, an IT and human resource and support staff (e.g. drivers, compound attendance and administrative support).

- **Build our organizational capacity and become a cost effective and agile organization**:

We will review our organizational and management structure to reflect the changes in our program strategy. PAD Ethiopia is committed to invest on capacity building of its staff which will result in an improved quality, performance as well as impact. It will ensure the active engagement and contribution of staff towards the effective implementation and achievement of the Country Strategic Plan and program objectives. To this end, having a high calibre, motivated PAD team with the requisite capacity and skills is key to delivering on the strategy. In line with our new priorities and directions, we will strengthen capacity of the team on WASH, climate/Resilience and gender analysis and programming. We will create three new posts. A new WASH Team, DRM/Climate resilient team, Gender expert will support the PAD's work new proposed interventions.

We will strengthen our Monitoring and Evaluation capacity to accurately assess and measure the effectiveness and impact of our program and operation.

- **We will increase our program resources/funding:**

The effective implementation and achievement of the Country Strategic Plan and program objectives calls for adequate financial resources. To this end, we will develop and implement sound Resource Mobilization Strategy in order to fundraise for our holistic program and develop social enterprise model

for organization IGAs.   We will also increasingly engage with the private sector in various ways including resource mobilization.

PAD Ethiopia aims to increase its beneficiary reach by catalysing positive change at community, regional, and national levels to improve the lives of the most vulnerable and marginalized. As a long-standing and reputable agency in the country, PAD Ethiopia will continue to seek funding opportunities that focus on empowering high-quality government services, strengthening systems that will engage many more poor's than we can through direct engagement. Each thematic sector strategy also includes a section, on donor trends and interests, and a fundraising strategy. These should be referred to for more specific outlines of current and potential donors or funding programs that PAD will target as resources for each sector objective.

8. RISK MANAGEMENT

Given the volatility and uncertainty in the political environment in Ethiopia and the current COVID-19 risk, active risk management, continued situation monitoring and political analysis will remain priorities for the organization. Risk assessment, risk monitoring and associated mitigation measures have been prioritised in the strategy planning process. The Embassy will be guided by the Department's Risk Management Policy in reviewing and managing risk. A summary of the Risk Register will be presented in Annex 1.

We will identify a number of high-level risks to the successful delivery of the strategy. One of the most prominent risks is from the potential deterioration of the volatile security and political situation, including as a consequence COVID-19. In response, the Organization will closely monitor the evolving political landscape and COVID-19 in close collaboration with GO partners, provide

9. MONITORING AND EVALUATION

Monitoring principles and practices

PAD's monitoring principles and practices will be informed by results frameworks agreed with donors, and its guidelines, and country-adapted frameworks. The latter will include developing an own Monitoring & Evaluation (M&E) framework for the country program. This will focus primarily on issues concerning monitoring and evaluation frequency and routines, data collection and data quality

assurance. The framework will also take into consideration government-set national targets, indicators and standards. M&E activities will focus both on project and program levels, the latter as described in this country program strategy. To the extent possible, principles for monitoring and data collection will be standardized across programs and projects. This will include the principle of Sex and Age Disaggregated Data (SADD).

A robust M&E system will underpin these strategic objectives, ensuring that PAD interventions have demonstrable positive impact on the most vulnerable and marginalized. Led by the MEAL team, but supported across each thematic area, PAD Ethiopia will measure, document, and share evidence of our impact; ensure high quality programming based on the programme quality framework; and be accountable to ourselves, children, partners, and donors.

During the 2020-2024 strategic period PAD will continue to collect data on output and activity-levels, but pay greater attention to the outcomes of programmatic interventions. Fundamental to this focus will be this country program strategy's attached results-framework as well as project related log-frames with clearly defined objectives and indicators.

In addition, each program and project will be included as a separate section of the country office's M&E framework, describing the frequency, methodology and responsibilities for conducting M&E activities. These plans will be geared towards ensuring programmatic quality, assessing results and achievements, improving organizational learning, and demonstrating accountability towards communities and donors. As for the respective projects and partners' results frameworks, these plans will be developed in consultation with government partners.

PAD program staff will monitor projects at field level to track the progress. More frequent field visits as well as GO partner meetings will be applied for each thematic staff with performance issues (e.g. with progress, burn rates or program quality) or with an identified higher potential financial risk. Such risks will be identified through assessments, and reviews of financial statements, audit reports, and internal control mechanisms. Findings from monitoring visits will be shared with team and documented for future follow-up.

PAD's planning process will be fact and evidence-based. This will imply collection of data prior to (needs assessments and baselines), during and after implementation (endlines), identification of good practices, and designing and improving interventions based on this. Conflict and gender analysis tools will be used at the planning stage, the latter in order to identify how the program/project will affect men and women differently, and how the program best can address gender inequalities.

Evaluations

Informed by PAD's evaluation policy and donors' requirements, the organization will conduct various evaluations or reviews with government partners. In terms of frequency, the organization will conduct mid-term evaluations/reviews for projects with a duration of three or more years, and a final evaluation for all pilot and major both emergency and development projects with government signatory bodies. In addition, evaluations will be conducted for each project and the country program as a whole.

Theories of change and results-frameworks will be reviewed and updated on the basis of major changes in context or minimum as a part of the annual planning process. Testing their relevance and underlying assumptions will be a part of Terms of References for evaluations/reviews.