



**Hiwot Ethiopia**

**Strategic Plan**

**July 2010 – June 2015**

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## Foreword

Since the organisation's first strategic plan was developed in late 2005, Hiwot Ethiopia has had a very successful five years. The organisation has continued to grow rapidly, implementing new projects in new areas, recruiting new staff, tackling new issues, and taking a longer term approach by moving to multi- rather than single year projects. I would like to take this opportunity to thank our current and past donors, particularly The David and Lucille Packard Foundation, the German Foundation for World Population (DSW), EngenderHealth, Oak Foundation, Save the Children Sweden and Voluntary Services Overseas Ethiopia (VSO), for supporting and encouraging Hiwot Ethiopia in this growth and development.

With any organisation, it is important to take time every now and then to take stock of achievements, consider what the real aims and objectives of the organisation are and agree how the organisation should move forward in the future. Periodic strategic planning is an important way to do this and to refocus the organisation on its key tasks and priorities. I am delighted that Hiwot Ethiopia has prepared this new strategic plan and I think that it provides a very solid foundation for the organisation to continue to grow and develop over the next 5 years. I and my Board colleagues would like to thank all those who participated in the strategic planning process and gave Hiwot Ethiopia the benefit of their time, opinions and advice, without which this strategic plan would not have been possible. I would like to particularly acknowledge the generosity of VSO Ethiopia in providing funding for this project as part of its national volunteering programme.

This strategic plan is an important milestone for Hiwot Ethiopia, particularly in light of its ambition to expand to new regions of Ethiopia. However, the plan is of course not an end in itself, but something that needs committed implementation if it is to be of real value. I look forward to being involved in the implementation of this plan and would urge all of Hiwot Ethiopia's stakeholders and partners to help us in the task of delivering the goals and objectives we have committed to. With this help, I am confident that Hiwot Ethiopia will continue to grow and that it will make a valuable contribution to the positive development of Ethiopia's children and youth over the next five years, and beyond.

**Bahialu Yerko, Board President, Hiwot Ethiopia**

## Executive Summary

This strategic plan was prepared using an Appreciative Inquiry method that aimed to identify Hiwot Ethiopia's strengths so that these could then be used as a platform for growth over the 5 years to mid-2015. The process involved an extensive period of consultation with the organisation's staff, stakeholders and partners to find out where the organisation was particularly effective and to obtain advice as to where Hiwot Ethiopia should focus its attention in the coming 5 years. The consultation found that Hiwot Ethiopia is a strong and vibrant organisation that is valued by the community and respected by partners. Many different recommendations were made in terms of future work, including that Hiwot Ethiopia should continue to work on issues where it has good experience - such as HIV & AIDS, youth SRH, gender and child protection - and also that the organisation should be innovative and develop new ideas and new approaches.

Having considered the advice and guidance received from staff, stakeholders and partners; its own experience and expertise; and the external situation and environment, Hiwot Ethiopia has decided that it will focus on children and youth as its primary target groups over the 5 years of this strategic plan, and that its overall aims will be child and youth development. More specifically, Hiwot Ethiopia will focus on the issues of youth SRH, HTPs and HIV & AIDS; youth unemployment; child protection, and quality of schools and education. Its primary goals in this strategic planning period are to:

- Improve the sexual reproductive health situation of adolescents and youth and reduce HTPs and HIV infections,
- Improve the situation of youth by increasing their abilities and opportunities to access employment,
- Improve the situation of children by reducing child abuse and exploitation and other forms of harm against children,

- Improve the situation of children by supporting quality education, and
- Strengthen its own organisational capacity and expand activities into new regions of Ethiopia.

In support of its goals, Hiwot Ethiopia will use three high level approaches – awareness raising and behavioural change; capacity building and empowerment; and practical support and service delivery. When delivering interventions, Hiwot Ethiopia will use three cross-cutting strategies to ensure better long-term outcomes - male engagement, participation and sustainability, and networking and partnership. As an organisation, Hiwot Ethiopia's primary goal in the period of this strategic plan is to strengthen its capacity and expand its activities, so that it can do more for target groups in more areas. By 2015, it will aim to be a truly national NGO, delivering interventions for target groups in at least five of Ethiopia's regions, and doing so with professionalism and real commitment to bringing about improvements in the lives of children and youth.

## Introduction

Towards the end of 2009, the management of Hiwot Ethiopia agreed that it would be helpful for the organisation to prepare a new strategic plan for the period 2010-2015. This was primarily because the organisation's existing strategic plan was coming to an end, but also because Hiwot Ethiopia had just formally re-registered with the Charities and Societies Agency and, as part of this process, had confirmed that it would expand its activities to further regions of Ethiopia. In addition, the management team recognised that Hiwot Ethiopia had expanded and changed the focus of its projects and programmes in the 2-3 years leading up to the re-registration and that this was not adequately reflected in the organisation's existing strategic plan.

Hiwot Ethiopia therefore brought together a project team to develop a new strategic plan. This document is a result of that work and sets out the agreed strategic direction of the organisation for the five years from July 2010 to June 2015. It aims to provide a clear statement of where Hiwot Ethiopia will focus over this five year period, including the main issues it will focus on, the approaches it will take and how it aims to develop itself as an organisation. The strategic plan is intended to be a guide for staff, board members and all stakeholders and partners of Hiwot Ethiopia as to what the organisation plans to do and how it plans to work over the 2010-2015 period. It will be used to give a focus to activities, support decision making and resource planning, and to enable monitoring and evaluation to take place against an agreed set of planned goals and objectives.

## Strategic Planning Process

Hiwot Ethiopia developed its first strategic plan between November 2005 and January 2006. The process involved stakeholder consultation, SWOT analysis of the organisation and external environment, and identification of goals, strategic objectives and strategies. Unfortunately, this first strategic plan was never fully completed or implemented. Despite this, Hiwot Ethiopia made substantial progress over the five years to 2010 against many of the goals and objectives set out in its previous plan. For example, the organisation did a lot to promote good attitudes and practices toward SRH among young people, worked to challenge harmful gender norms, strengthened counselling services through the establishment of a free helpline, increased its work on children's issues and greatly improved its management and HR procedures.

This Strategic Plan covers the period July 2010-June 2015 and was prepared by a team of two national and two international volunteers over a six month period at the beginning of 2010. The costs of preparing the plan, including meeting volunteer expenses, were met by a generous grant from VSO Ethiopia. The project team used an Appreciative Inquiry approach in developing the plan. Partners and stakeholders were asked for their views of Hiwot Ethiopia's strengths and uniqueness; their wishes and hopes for the future (particularly for children and young people); their opinions as to where Hiwot Ethiopia should focus in the five years to 2015; and their advice as to how Hiwot Ethiopia should develop as an organisation. These views were sought in order to provide a positive picture of the organisation on which to build into the future, and an optimistic vision of what the organisation could achieve to motivate and inspire its work over the period of the strategic plan.

A list of stakeholders and partners consulted as part of the strategic planning process can be found at Annex B. In summary, those consulted included the organisation's staff and board members<sup>1</sup>; members of youth clubs and children's clubs; teachers; donor organisations; central, federal and local government officials; other government and non-government partners such as the police, CBOs, CSOs, women's associations and media organisations; and the wider community in project areas. The activities carried out included all staff meetings, in depth interviews, focus group discussions, workshops and visits to project sites and potential new intervention areas.

Before beginning the consultation process, the project team reviewed documents that were thought important for the success of the project, including statistical publications, domestic and international policy reports, donor and partner strategies, and internal documents such as the organisation's by-laws, program and project plans, and annual plans and reports. Following the documentation review, and after meeting with staff to raise awareness of the strategic planning project, the team put together a number of questionnaires aimed at the different groups of stakeholders and partners that were to be consulted. These questionnaires were then used as the basis of the various discussions, interviews and workshops that were held during the data collection period. Over the course of the strategic planning process information was collected from over 300 consultees.

The data that had been collected was then analysed and the results presented to staff and board members, who discussed the findings and then agreed the new strategic direction of the organisation. This included the target groups, vision, mission, values, strategic issues, and strategic goals and objectives. The strategic plan was then drafted by the project team and further consultation was carried out, including with stakeholders and partners at a validation workshop. The final version of the plan was then drafted and confirmed by the board before being distributed to stakeholders.

## History of the Organisation

Hiwot Ethiopia was established in 1995 as an Anti-AIDS youth club by fourteen young people who were concerned about the devastating effects of HIV and AIDS and wished to make a positive contribution to combating the spread of the disease, particularly among young people. From these small beginnings, Hiwot Ethiopia grew and developed into an association, then a registered NGO, and is now re-registered as an Ethiopian resident charity, delivering a range of multi-year projects with a variety of local and international partners.

Given its beginnings, a major focus of Hiwot Ethiopia's work has been to raise awareness among young people about HIV and AIDS so that they can protect themselves from infection. Major activities have included awareness raising through community discussions and music and drama performances. In particular, Hiwot Ethiopia initiated the use of the traditional Ethiopian coffee ceremony as a forum for discussing issues such as HIV, SRH and gender. The organisation has also done substantial work using the 'youth to youth' approach to establish other Anti-AIDS and SRH youth clubs and support their development and outreach activities to young people. Hiwot Ethiopia is particularly proud that a number of these youth clubs have since gone on to legally establish themselves as organisations in their own right. In recent years, Hiwot Ethiopia has become well known for its pioneering work with boys and men to tackle youth SRH issues. In particular, Hiwot Ethiopia's work on engaging men and boys has been recognised as an innovative and important contribution to achieving gender equality and reducing both GBV and SRH problems, including HIV infections.

A further increase in Hiwot Ethiopia's work in recent years has been a move into the area of child development, and particularly child protection. Hiwot Ethiopia has been working to raise awareness of the problems of child abuse and exploitation through different media; establish children's clubs both in and out of schools to provide forums in which children can discuss the issues of abuse and exploitation; and provide mechanisms for abused children to be supported, particularly through the creation of a free information and counselling helpline. As part of its child development work, Hiwot Ethiopia is also helping to improve school environments to make them safer for children and therefore better places to learn and grow. Hiwot Ethiopia has also started working in new geographical areas, particularly three woredas in Amhara region, where intensive work is taking place to change attitudes and practices

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<sup>1</sup> Hiwot Ethiopia's General Assembly were not specifically consulted as a separate group as all members are also part of other categories of respondent, including staff members, partners and donors.

relating to early marriage, to promote the importance of girls' education and to raise awareness about SRH and family planning.

## Organisational Overview

In November 2009, Hiwot Ethiopia was formally re-registered with the Charities and Societies Agency as an Ethiopian Resident Charity. As of June 2010, Hiwot was implementing projects in Gulale, Yeka, Kirkos, Arada and Bole sub-cities of Addis Ababa, and in Merhabete, Ensaro and Moretna Jiru Woredas, Northern Showa Zone, Amhara Region. These projects were made possible by resources from The David and Lucille Packard Foundation, EngenderHealth, Oak Foundation, Save the Children Sweden and VSO Ethiopia.

Hiwot Ethiopia is managed by a Board of Directors, which reports periodically to the organisation's General Assembly. Both of these groups are made up of volunteers who freely give their time to guide Hiwot Ethiopia and many of whom are the initial founding members of the organisation. Day to day operations are managed by the organisation's Executive Director. The organisation is then divided into two main operational sections – programmes, and administration and finance, each of which is led by a director. As of June 2010, Hiwot Ethiopia had 47 permanent and contract employees. Hiwot Ethiopia's head office is located in the Eri Bekentu area of Addis Ababa, near Piazza, and it has branch offices in Ensaro, Merhabete and Moretna Jiru Woredas of Amhara Region.

## Assessment of External Environment

### Summary of Situation in Ethiopia – population, health, education and employment

Ethiopia has a large, young and rapidly growing population. Figures from the Population Reference Bureau put the population of Ethiopia at 82,825,000 in mid-2009<sup>2</sup>. The most recent comprehensive statistical information available at the time of writing about population and health in Ethiopia was the 2005 Ethiopia Demographic and Health Survey (EDHS). This survey found the birth rate to be 5.4 births per woman in 2005, and the annual population growth rate to be around 2.7% per year. The survey also found that 48% of the population in 2005 were under 15 years of age, and around 70% of the population at that time were under the age of 30.

The EDHS shows that postnatal, infant and under-five mortality all declined in the 15 years leading up to 2005 (by 22, 19 and 25 percent respectively). However, child mortality remains high in Ethiopia, with one in every 13 Ethiopian children dying before reaching age one, and one in every 8 not surviving to their fifth birthday. Survival of infants and children is strongly influenced by the gender of the child, mother's age at the birth, birth order, and birth interval. For example, children born within two years of a preceding birth are more than three times as likely to die within the first year of life as children born three or more years after an older sibling. The percentage of children between 12-23 months who were fully vaccinated increased from 14 percent in 2000 to 20 percent in 2005, but 80 percent of Ethiopian infants were still vulnerable to one or more easily preventable and potentially fatal diseases. Other diseases such as malaria and diarrhea remain prevalent among children and nearly half of children under five (47 percent) in 2005 were found to be stunted due to malnutrition.

The maternal mortality rate in Ethiopia is among the highest in the world, at 673 per 100,000 live births<sup>3</sup>. Unwanted pregnancy is also high and unsafe abortion is a leading cause of death among women of reproductive age – second only to AIDS. Studies estimate that 1 in 7 Ethiopian women dies from pregnancy related causes, and that unsafe abortions account for more than half of all maternal deaths.<sup>4</sup> The EDHS reported that more than 7 in 10 mothers in 2005 did not receive any antenatal care, and that 9 in 10 mothers who had a live birth in the five years preceding the survey received no postnatal care. Harmful traditional practices (HTPs), such as FGM, early marriage and marriage by abduction, are another significant cause of health problems among women and especially young women and girls. While instances of HTPs are declining<sup>5</sup>, these practices are still widespread, for examples, around a third of girls

<sup>2</sup> From Population Reference Bureau - [http://www.prb.org/Datafinder/Geography/Summary.aspx?region=38&region\\_type=2](http://www.prb.org/Datafinder/Geography/Summary.aspx?region=38&region_type=2)

<sup>3</sup> EDHS, 2005

<sup>4</sup> WHO, Maternal Mortality in 2005: Estimates developed by WHO, UNICEF, UNFPA and the World Bank (2007)

<sup>5</sup> The incidence of FGM for example, has been found to be 16 percent among girls aged 0-9 whereas it is 67 percent among women aged 40-49 years. (Figures from presentation by EGLAM: the society for the elimination of harmful traditional practices)

living in rural areas are married before the age of 15. Girls and young women in Ethiopia are also subject to other forms of abuse and exploitation. A study by the African Child Policy Forum in 2006 found that more than 84% of girls surveyed in Ethiopia reported having suffered one or more types of physical abuse and 68% said that they had suffered from one or more forms of sexual abuse. Boys and young men are of course also victims of sexual abuse and violence, although in general they are less vulnerable than girls and young women. As a group, the significant numbers of children and young people who live on the streets in Ethiopia are particularly vulnerable to becoming victims of abuse and exploitation of different forms.

The national HAPCO task force in 2007 estimated that there were 977,394 people with AIDS in Ethiopia that year, around 344 new HIV infections per day and 197 deaths due to AIDS per day. While voluntary testing, ART services, and services in the prevention of mother to child transmission have all increased in recent years, HIV & AIDS are still a major cause of concern in Ethiopia. The EDHS found that knowledge of HIV & AIDS was widespread in Ethiopia, but that misconceptions about the transmission of the virus were still common and that only one-fifth of women and one-third of men age 15-24 had comprehensive knowledge about the virus. HIV & AIDS are a particular problem among adolescents and youth with highest infection rates among 15-19 year olds. The virus also disproportionately affects adolescent girls, who are seven times more likely to be infected than boys of the same age<sup>6</sup>.

Significant improvements have been made in recent years in increasing school enrolment in Ethiopia, particularly at primary level. The gross enrolment rate (GER) in primary schools grew by an average of 12.6% a year between 2003/04 and 2007/08<sup>7</sup>. Girls still lag behind boys in terms of gross enrolment at primary school but the gap is closing. Dropout rates in primary schools have been falling in recent years but remain quite significant – at around 12% in 2006/07. Secondary school enrolment has also been increasing rapidly but despite significant gains, less than 40% of students in 2007/08 went on to secondary education. Also, growth in male enrolment at secondary school has outstripped growth in female enrolment, leading to female students making up only 1 in 3 of students in the first cycle of secondary education. Linked to increases in secondary education are large increases in the numbers of young people enrolling in TVETs, which are expanding at an average rate of 21.3% per year.

Economically, Ethiopia has been performing strongly in recent years, with overall economic performance measured by growth in real GDP registering 11.5 percent on average. During the same period of time, the average growth in values added of the agriculture, industry and service sectors were 10.8%, 10.1% and 13.0%, respectively. Despite this strong growth, Ethiopia is experiencing a high level of unemployment due to the rapidly increasing size of the working age population. Unemployment is particularly prevalent among young people, and markedly among young women. According to 2009 statistics, the total unemployment rate among those aged 20-24 in urban areas was 28.8% - made up of rates of 19.5% among males and 37.1% among females. For the age group 25-29 the total unemployment rate was 21.8%, made up of rates of 12.6% among males and 31.3% among females.<sup>8</sup>

### **Government Policy**

New legislation was put in place by the Government in 2009 to regulate all charities and societies operating in Ethiopia. All charities and societies were required to re-register with the Charities and Societies Agency, which Hiwot successfully achieved in November 2009, when it was re-registered as an Ethiopian Resident Charity under registration number 0345. When discussing the role of charities and societies in Ethiopia, the Government has been clear that NGOs should respond to the needs of the communities they are working with and to work for practical development.

The Government of Ethiopia's overall plan for the development of Ethiopia, including achievement of the Millennium Development Goals (MDGs), is the 'Plan for Accelerated and Sustained Development to End Poverty' (PASDEP). The 2005-2010 PASDEP sets out that the vision of the Government is for Ethiopia to reach the level of middle-income countries by 2025-2035. The strategy for achieving this development consists of eight pillars: building an all-inclusive implementation capacity; accelerating growth; achieving a balance between economic development and population growth; unleashing the potential of Ethiopia's women; strengthening infrastructure; strengthening human resource development; managing risks; and creating employment opportunities.

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<sup>6</sup> Ministry of Health Adolescent and Youth Reproductive Health Strategy, 2007

<sup>7</sup> Educational statistics from Ministry of Education 'Education Statistics Annual Abstract 2000 E.C 2007/08 G.C', Jan 2009

<sup>8</sup> Statistical Report on the 2009 Urban Employment and Unemployment Survey, Statistical Bulletin no 469, p229

A major recent development in health policy in Ethiopia has been the Ethiopian Health Extension Programme, which has led to the training and deployment of 30,000 health extension workers across the country. There is strong support from political leadership for adolescent SRH programs and the Ethiopian Government liberalized the national abortion law in 2005 in an attempt to decrease the high rate of unsafe abortions across the country.<sup>9</sup>

In education, the government is committed to improving the quality of education at all levels in Ethiopia, as well as continuing to increase enrolment. Significant measures have been put in place to increase quality, for example requiring all primary school teachers to upgrade their qualifications to at least diploma level. With regard to promoting gender equality and empowering women – the Government of Ethiopia Women’s affairs office has produced a National Action Plan for Gender Equality (NAP-GE). This includes a commitment to ‘promote male involvement in reproductive rights and health activities’ as a strategy for improving the reproductive rights, health and HIV & AIDS status of women and girls.<sup>10</sup>

Ethiopia does not have a specific child policy; however, the government of Ethiopia ratified the UN Convention on the Rights of the Child (CRC) in December 1991 and the African Charter on the Rights and Welfare of the Child in 2003. The ratification and adoption of these important instruments and their incorporation into legal frameworks, including the adoption of the principles of the CRC into the Constitution of Ethiopia, indicates the government’s commitment to protecting and promoting the positive development of children. The Ethiopian Government has also developed different policies that are relevant to the needs and rights of children, such as the 1996 Developmental and Social Welfare Policy of Ethiopia, which aims to implement international standards relating to child welfare. On the issue of sexual abuse and exploitation of children (SAEC), the Government of Ethiopia has produced a National Action Plan. This plan talks about the desirability of expanding the coverage of interventions on SAEC and describes the role of indigenous NGOs as to ‘design and implement integrated and effective direct intervention activities on SAEC’ and ‘provide support to intervention efforts by other key actors including CBOs, CSOs and other community level structures.’ When discussing the way forward on preventing SAEC, the plan recommends strategies of awareness raising and sensitization, capacity building and facilitating access to basic services.

The Government’s National Youth Policy particularly highlights the importance of building the capacity of youth to ‘develop their professional competence and skill, further enrich their knowledge and give them training’. Major recent achievements of the national youth policy include the establishment of 67 youth centres, including 10 model centres equipped with technical staff such as nurses and counsellors. The Ministry of Youth and Sports is committed to continuing to expand the reach of these centres. In relation to Youth SRH and HIV & AIDS, the government has put in place legislation that aims to create favourable conditions for youth to gain awareness of SRH issues, minimize their exposure to disease and mobilize to improve the health situation in the country. The youth policy also notes the strong correlation between economic development and reproductive health and highlights the issue of youth unemployment.

### **Donor Priorities**

Hiwot Ethiopia works with a number of international donors to implement its projects and programmes. As of July 2010 these donors were: The David and Lucille Packard Foundation, EngenderHealth, Oak Foundation, Save the Children Sweden and VSO Ethiopia. These donors’ priorities for the future are centred on the issues of SRH and child protection. More specifically, the donors Hiwot Ethiopia works with are intending to focus in the future on: youth and adolescent SRH and HIV & AIDS; integrating youth SRH with other issues such as environmental improvement; engaging men and boys to address SRH and other gender issues; eliminating harmful gender norms; preventing the abuse and exploitation of children; education, particularly of girls; and providing a safe and child friendly environment for children.

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<sup>9</sup> Federal Democratic Republic of Ethiopia Ministry of Health, Technical and Procedural Guidelines for safe abortion services in Ethiopia, June 2006

<sup>10</sup> NAP GE - Priorities for action (Strategic Objectives), 4(h)

## Organisational Assessment and Suggested Future Focus

During the strategic planning process, consultees were asked for their views on what Hiwot Ethiopia's strengths were as an organisation; what their wishes were for children, youth and Ethiopia as a whole over the coming five years; where they would suggest Hiwot Ethiopia focussed its attention in terms of the issues, areas and people it should work with; and what approaches they would recommend for Hiwot Ethiopia to use over the period of the plan. This section summarises the responses received.

### Hiwot Ethiopia's Strengths

A number of areas were highlighted as particular strengths of Hiwot Ethiopia's work, partly reflecting the diversity of different activities that Hiwot Ethiopia has been engaged in, but also the generally positive light in which the majority of Hiwot Ethiopia's work is viewed by partners and stakeholders. A summary of the strengths identified is given below, but particular points that came across were the strength Hiwot Ethiopia has in working with youth and the positive relationship that Hiwot Ethiopia has established with the communities it works with and with partner organisations, including government offices at different levels and international donors. There was a general impression that Hiwot Ethiopia is successful and is really creating change for children, youth and communities.

Strengths of Hiwot Ethiopia's work were thought to be:

- Work in schools on child protection, preventing child abuse and improving school environments,
- Work with youth clubs and training youth leaders and peer educators,
- Preventing HIV infections and other SRH problems through awareness raising, including through community discussions, the youth to youth programme, and music and drama,
- The engagement of boys and men as an approach and particularly the 'Males as Partners' projects,
- Counselling of youth and children, especially through the helpline service,
- Work on preventing early marriage in Amhara region, and
- The child protection radio programme on Sheger FM 102.1.

In terms of Hiwot Ethiopia's strengths as an organisation, a couple of themes came up repeatedly:

- The high level of commitment of the staff to their work and to delivering improvements for the community,
- The willingness of the organisation to learn and innovate, and
- The good relationship between staff members at all levels.

Many members of staff, including those relatively new to the organisation, reported that Hiwot Ethiopia is 'like a family' in terms of the positive relationships between members of staff. Respondents also mentioned Hiwot Ethiopia's administration and finance as a strength, were positive about the skills and enthusiasm of the 'young and professional' staff and praised the flexibility of the organisation.

Consultees were also asked for their opinion of what, if anything, makes Hiwot Ethiopia unique as compared to other organisations or NGOs. Many points raised under Hiwot Ethiopia's strengths were repeated as examples of its uniqueness. The point made most often was that it is Hiwot Ethiopia's work in engaging men and boys that sets the organisation apart. Other opinions were that Hiwot Ethiopia's focus on youth and children, its commitment to addressing the real issues facing target groups, the good relationship between staff, its origins as a youth organisation, the flexibility of the organisation and its willingness to adapt and learn were all things that made it distinctive.

### Wishes for Children, Youth and Ethiopia

During the consultation process respondents were asked what they wished to see happen for children, youth and Ethiopia in the coming five years. These questions were designed to tease out what respondents felt were the most pressing issues, and therefore what the priorities should be for organisations seeking to bring about change for these groups.

**Children** - For children, the main aspirations among respondents were that they should be:

- Free from poverty and hunger,

- Free from sexual and other forms of abuse,
- Healthy, including free from HIV and AIDS,
- Able to access good quality education,
- Free from having to work or do heavy labour,
- Able to play and have playgrounds and facilities,
- In homes with families, not on the streets,
- Protected from trafficking and exploitation,
- Protected from harmful practices, including early marriage, and
- Aware of their rights and that their rights should be respected.

A number of respondents also mentioned that there were currently negative attitudes towards children that needed to be changed. Children themselves particularly raised this issue during the consultation, mentioning, for example, the sayings ‘children and socks should be under the bed’ and ‘if a child makes the dough, it will not be enough for dinner’ (i.e. what children do is not worth anything). These sorts of sayings undermine the value of children, damage their sense of self worth and indicate that children are the property of parents. The negative attitudes underlying such sayings were felt to lead to many instances of neglect and abuse and the suggestion was made that Hiwot Ethiopia should work with adults, and particularly parents, to counter these negative attitudes. Respondents also mentioned the importance of effectively involving and engaging with children when trying to work on their behalf and advised Hiwot Ethiopia to give particular emphasis to the participation of children when designing, carrying out and evaluating future activities aimed at children.

**Youth** - With regard to youth, respondents frequently mentioned the problem of unemployment and their wish that all youth should be productively employed. Linked to this was a wish that youth should have a good education and useful skills that would enable them to access the job market and also the opportunity to develop their own businesses and enterprises. Other wishes were for youth to be free from HIV and other SRH problems, free from addictions to drugs and alcohol, and that they should be recognised as a group with particular needs and a particular contribution to make. Respondents were also concerned that, as with children, youth should be protected from abuse, exploitation, rape, abduction and HTPs such as early marriage, and that the harmful gender norms that underpin many of these practices should be challenged. In general, respondents wanted to see youth have the right environment and support to develop into confident and independent adults, who are able to be leaders in the future, and that they should be considered as a positive asset to the country, not a problem. Youth themselves also held these views and wanted to see their age group have job opportunities and self confidence and be free from HIV and addictions.

**Ethiopia** - When respondents were asked about their wishes for Ethiopia as a whole, a few themes were very common. Firstly that Ethiopia should achieve food security, a middle income level of development and a stable population size; secondly, that there should be access to quality education and healthcare for all; and thirdly, that the country should be united and peaceful. Finally, a number of respondents mentioned their hope that Ethiopia would develop into a ‘vibrant democracy’, and a society that respected human rights and in which everyone, and especially women and the young, could actively participate.

### **Suggested Future Focus**

**Issues** - Respondents were asked for their advice as to the issues that Hiwot Ethiopia should focus on over the period of the strategic plan. The main suggestions made were:

- Child protection and preventing child abuse, including sexual exploitation
- SRH issues – including GBV, early marriage, FGM, harmful gender norms, STIs, abortion and rape
- HIV & AIDS
- Education – especially access for girls and quality of education
- Maternal mortality
- Children's rights
- Youth unemployment
- Child and youth empowerment, participation and leadership development
- Poverty
- The environment

More generally, advice to Hiwot Ethiopia was that it should focus on areas where it has proven experience and expertise – i.e. build on its strengths, and that it should seek to integrate different issues, for example youth unemployment with youth SRH. Finally, Hiwot Ethiopia was advised to focus on the root causes of problems rather than effects, and to continually look for new ways of tackling issues.

**Geographical Areas and Target groups** - There was no clear view among respondents when it came to the areas that they thought Hiwot Ethiopia should focus on. Most felt that both urban and rural areas should be included and that it was up to Hiwot Ethiopia to research where the need was greatest and where the organisation could be most effective. The majority of respondents thought that Hiwot Ethiopia should continue to work with young people and children, as this was its area of expertise. Many people mentioned street children and orphans as sub-groups that needed particular focus. Other people wanted Hiwot Ethiopia to give attention to the needs of older people, commercial sex workers, women, mothers, the disabled and the community as a whole. There were suggestions that Hiwot Ethiopia should work with parents, community leaders, government officials, the police, other NGOs, schools and religious leaders.

**Approaches** - When asked about the approaches Hiwot should use to tackle the issues raised above, male engagement was highlighted very often as a good approach that should continue. Respondents also recommended continuing to work with youth and children's clubs as an effective approach.

A number of respondents recommended that Hiwot Ethiopia should be more involved in providing tangible services to target groups, such as: recreational and training centres and libraries for children and youth; more counselling services (e.g. expanding the helpline) and other services for abused children and youth; and skills training and other support with finding employment for young people. In general, an integration between awareness raising/prevention work and service delivery/practical support was thought to be useful.

It was also felt that Hiwot Ethiopia should continue with awareness raising and behavioural change activities, including community, peer-to-peer and panel discussions; training for CBOs, CSOs, idirs, religious leaders and government officials; home-to-home teaching; edutainment activities and the production and distribution of IEC and BCC materials. Many people said that they thought the radio programme was a good approach that should be continued and recommended using other media for awareness raising, such as newspapers, TV and the internet, including social networking sites. It was suggested that particular efforts should be made to provide awareness raising material on SRH issues aimed specifically at children under 16. It was also suggested that Hiwot Ethiopia should work in TVETs given the large numbers of young people taking up technical and vocational training and the focus of other NGOs on working in universities.

Another recommended approach was increasing networking and partnership with other organisations to support learning and experience sharing and to provide more referral services. It was also suggested that Hiwot Ethiopia should continue and increase its capacity building work with other organisations, including youth and children's clubs, but also other NGOs and community, government and other organisations, particularly in respect of male engagement as an approach.

General points of advice were that Hiwot Ethiopia should continually evaluate its approaches and should use those that were found to be most effective, and that it should respond to the needs and requests of the community when designing interventions, rather than to what donors are perceived to want.

## Hiwot Ethiopia Strategic Framework – 2010-2015

Having considered the advice and suggestions made by respondents during the consultation, Hiwot Ethiopia has developed the following broad strategic framework to govern its activities during the period of the strategic plan. This includes the target groups Hiwot Ethiopia will work with and the organisation's vision, mission and values.

### Target Groups

Hiwot Ethiopia's target groups are children and youth in Ethiopia. Children, in line with international definitions, are all those under 18 years of age. Youth, in line with the Government of Ethiopia's youth policy, are all those from 15 – 29 years of age. This means Hiwot Ethiopia's total target group is the population of Ethiopia under 30 years of age.

Children and youth are the primary groups that Hiwot Ethiopia will target through its projects and programmes, although within these groups it will particularly focus on addressing the needs of the most disadvantaged and vulnerable children and youth. For example, Hiwot Ethiopia will particularly give attention to the needs of girls and young women, as they are more likely to be disadvantaged than boys and young men and more frequently suffer from abuse and exploitation. Hiwot Ethiopia will work with adults, including parents, teachers, community and religious leaders and others as secondary target groups in order to help meet the needs of children and youth.

Hiwot Ethiopia will focus on the needs of children and youth for a number of reasons; firstly because Hiwot Ethiopia has been working with young people since its founding as a club and so has considerable experience and expertise in this area. In recent years Hiwot Ethiopia has also developed expertise in working with children and on children's issues, as was recognised by stakeholders during the consultation. Secondly, youth and children constitute the majority of the population in Ethiopia and are vitally important to its positive future development.

### Vision

**Hiwot Ethiopia envisages a future where children and youth in Ethiopia live healthy, happy and productive lives**

This vision statement confirms the target groups the organisation will work with – children and youth in Ethiopia. It is a broad vision, so one that will remain relevant to the organisation for many years, including beyond the 5 years covered by this strategic plan. The vision includes the wish for children and youth to be healthy as this is very important for Hiwot Ethiopia given its history of work on HIV & AIDS and SRH. 'Happy' was included on the basis that if children and youth are happy then it follows that they will be free from many different problems, including abuse and exploitation. The word productive is included in the vision to express the organisation's wish that youth and children fulfil their potential and are able to develop and use their talents and skills.

### Mission

Given its vision and target groups, Hiwot Ethiopia mission is, in the broadest possible terms, to work for the positive development of children and youth in Ethiopia, so that they are able to become healthy, happy and productive. Having considered the advice of respondents given in the consultation and its own experience, Hiwot Ethiopia has decided to use three high level approaches to support the development of children and youth and to help address the issues facing these groups. These high level approaches are - awareness raising and behavioural change, capacity building and empowerment, and practical support and service delivery.

- **Awareness raising and behavioural change** – Hiwot Ethiopia understands the importance of preventing problems before they arise and will work to raise awareness of the issues affecting youth and children. This is both so that children and youth themselves have the information necessary to make positive choices about their lives and can protect themselves from harm, and also so that the wider community is informed about the issues and is therefore able to create a supportive and positive environment for the development of children and youth.

Hiwot Ethiopia will also work to challenge and change harmful attitudes, practices and behaviours that lead to problems among children and youth, and promote positive attitudes towards these groups.

- **Capacity building and empowerment** –
  - **For children and young people** - Hiwot Ethiopia believes that it is crucially important to build the capacity of youth and children and to empower them, so that they can effectively participate in activities that concern them and be active in promoting their own interests and development. Hiwot Ethiopia will therefore provide training and support for children and young people to increase their capacity and skills, so that they are better able to improve their own lives and those of their peers.
  - **For organisations** - As a single organisation, Hiwot Ethiopia can itself only make a small contribution to the development of children and youth in Ethiopia. It will therefore work to build the capacity of other organisations, such as youth and children’s clubs and centres, schools, CBOs and CSOs so that they can also effectively work to support the positive development of children and youth.
  - **For Hiwot Ethiopia** - Hiwot Ethiopia will also take every opportunity to develop its own capacity and skills as an organisation, so that it can grow and develop and therefore more effectively deliver benefits for larger numbers of children and youth in the future.
- **Practical support and service delivery** – Hiwot Ethiopia’s experience has shown that there is both a need and demand among target groups for practical help and services, as well as for awareness raising and capacity building activities. Hiwot Ethiopia recognises that the provision of practical help and support is often crucial in helping children and youth to develop positively, or to help them recover from problems that they have already experienced and set them on a positive path for the future. Hiwot Ethiopia will therefore look to provide practical help and support to target groups, and improve the range and quality of services available to them.

These approaches are presented separately for clarity, but in practice they will be integrated as far as possible within individual projects and interventions.

### **Cross-cutting strategies**

Hiwot Ethiopia will adopt three cross-cutting strategies that it will incorporate in all its activities. These are broad strategies that Hiwot Ethiopia believes are crucially important and that must be incorporated into in all the projects and other activities that the organisation carries out. The three strategies are:

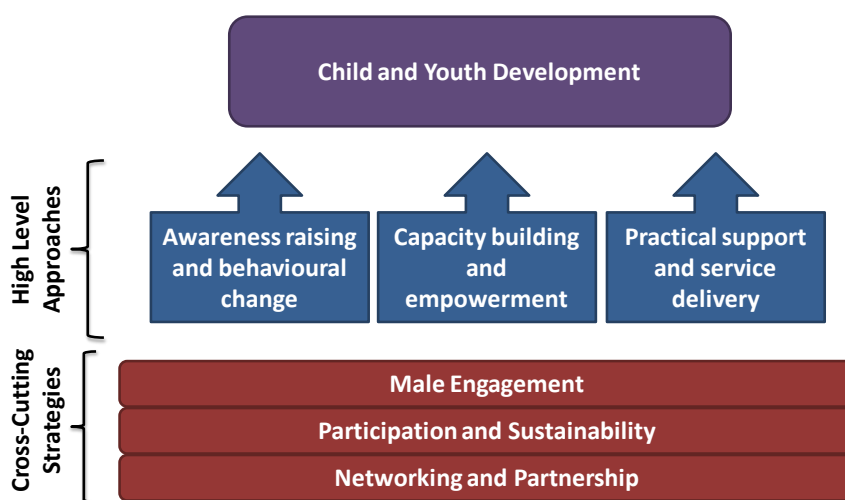
- **Male engagement** – Male engagement has been a very successful strategy for addressing the issues of youth SRH, HIV & AIDS, GBV and child protection, particularly as a means of effectively challenging harmful gender norms and therefore preventing their negative consequences for children and youth. Hiwot Ethiopia will expand its use of male engagement approaches, will use the engagement of men and boys as a key strategy in all of its work in the period of this strategic plan, and will also work to train other organisations in the use of male engagement as a strategy.
- **Participation and Sustainability** – Hiwot Ethiopia understands that the participation of children and youth, and the community more widely, at all stages of researching, planning, implementing and evaluating a project is absolutely essential to the success of the activity and the long term sustainability of its impact. Hiwot Ethiopia will therefore embed participation in every activity it carries out and will seek continuous feedback from target groups in order to improve the effectiveness of its programmes and projects.
- **Networking and Partnership** – While Hiwot Ethiopia is a growing organisation, it still has limited capacity and cannot expect meet all the needs of target groups. It will therefore, as part of all its activities, look to join networks and establish partnerships with other organisations to increase its reach, expand the range of services offered to target groups and increase the likelihood of successful outcomes.

In summary, therefore:

**Hiwot Ethiopia's mission is to work for the positive development of children and youth in Ethiopia, so that they are able to become health, happy & productive, by,**

- **raising awareness of issues affecting children and youth and working to change attitudes and practices that are harmful to them,**
- **building the capacity and skills of children and youth, partner organisations and its own capacity and expertise, and**
- **providing practical support and services to children and youth.**

### Summary Diagram – Hiwot Ethiopia Strategic Framework



Within the broad areas of child and youth development, Hiwot Ethiopia will work on a number of particular strategic issues over the five years of this strategic plan, which are set out in the next section of this plan. These issues will be addressed through interventions based on one or more of the three high level approaches, and that incorporate the three cross-cutting strategies in order to achieve the best possible outcomes for target groups.

### Values

Hiwot Ethiopia's values as an organisation are as follows. These values set out how Hiwot Ethiopia will conduct itself in all its activities and towards all stakeholders, partners, staff, children, youth and community members.

**Accountability** – Hiwot Ethiopia is accountable to the communities it serves and takes seriously its responsibility for meeting the commitments it has made.

**Transparency** – Hiwot Ethiopia is open and honest in all its operations. It is proactive in sharing information both internally and externally and in encouraging the participation of stakeholders, target groups and staff at all levels in decision making.

**Confidentiality** – Hiwot Ethiopia recognises that the issues it deals with are sensitive and respects the confidence of those who participate in its activities, and particularly those who access counselling services.

**Respectfulness** – Hiwot Ethiopia values all individuals, is understanding of diversity, and treats all those that come into contact with the organisation with consideration and respect.

**Responsiveness** – Hiwot Ethiopia is responsive to the aspirations of children, youth and the wider community, listens carefully to the views and concerns of target groups and other partners and stakeholders, and encourages meaningful participation by target groups and stakeholders in shaping projects and activities.

**Ethical** – Hiwot Ethiopia takes an ethical approach in all its activities, acts honestly and fairly, and works to support the interests of target groups.

**Equality of Opportunity** – Hiwot Ethiopia is committed to distributing opportunities fairly and in a way that is open and transparent, both through its own employment practices and also in its work with target groups.

## Strategic Issues, Goals and Objectives

The previous section gave the broad strategic framework for Hiwot Ethiopia’s activities. This section sets out the particular issues that will be the focus over the period of this strategic plan, and the specific goals and objectives that Hiwot Ethiopia will deliver.

Under the broad areas of child and youth development there are many particular issues to be addressed. Having considered the advice of stakeholders during the consultation, its own strengths as an organisation and the opportunities offered by the external environment, Hiwot Ethiopia has decided to focus on the following strategic issues during the period of this plan:

### Cross-Cutting Strategic Issues

Hiwot Ethiopia has identified two cross-cutting strategic issues that will be given consideration in all projects and interventions – gender and the environment:

**Gender** – Hiwot Ethiopia recognises that harmful gender norms are an underlying cause in many issues that affect children and youth in Ethiopia, and that girls and young women remain disproportionately affected by certain issues when compared to boys and men, such as GBV, HTPs, rape, early marriage and unemployment. Hiwot Ethiopia has a long experience of working on gender and considers this issue to be extremely important to achieving its aims of positive child and youth development. The organisation will therefore take gender as a cross-cutting issue and will work to promote positive gender norms through all of its projects and programmes.

**Environment** – Hiwot Ethiopia recognises the importance of the natural environment and preserving and enhancing natural resources wherever possible for the benefit of the next generation – which is of particular importance to Hiwot Ethiopia as an organisation working for youth and children. Hiwot Ethiopia will therefore take the environment as a second cross-cutting issue and will look for ways of producing and encouraging improvements in the natural environment as part of all its activities.

### Programmatic Strategic Issues

The following are the particular strategic issues that Hiwot Ethiopia will work on over the period of this strategic plan:

- **Youth SRH, HTPs and HIV & AIDS** – These are issues in which Hiwot Ethiopia has a long experience and that remain critically important for positive youth development. Hiwot Ethiopia will work to give youth the information they need to make positive choices about their SRH and develop health seeking behaviour. Hiwot Ethiopia will also support the wider community to create an environment that promotes good youth SRH. The organisation will work to reduce HTPs, such as early marriage, which will help youth to avoid SRH problems and give them a greater chance of developing positively and to their full potential. HIV and AIDS remain extremely serious issues for the country and for youth in particular, and Hiwot Ethiopia will continue to raise awareness of HIV and to challenge risk taking behaviour among youth that can lead to infection, while taking an approach that links HIV and AIDS with wider SRH issues. Finally, Hiwot Ethiopia will aim to increase the availability and quality of services for youth who are suffering from SRH problems or have been the victims of

rape, abduction, sexual abuse, exploitation and violence. This will including looking to increase the availability of legal, safe abortion services and post abortion care.

- **Youth Employment** – This is an issue that is growing in importance and one that cannot be ignored by an organisation involved in youth development. While youth need to be in productive employment to support themselves, unemployment among youth can also be a root cause of problems such as HIV infection, SRH problems, rape, crime and prostitution. As an organisation with long experience of working with youth, Hiwot Ethiopia will consider the underlying causes of youth unemployment and design interventions that can help to mitigate these causes and enable youth to access employment. For example, supporting youth to obtain skills and capacities that will help them to successfully gain employment or helping to facilitate access to finance to support the development of micro and small businesses.
- **Child Protection** – This is an issue where Hiwot has been developing skills and experience in recent years and one which is critical to positive child development. All children should have a safe and supportive environment in which to grow up and should be protected from sexual abuse, exploitation, violence and other forms of abuse. Hiwot Ethiopia will continue to work to raise awareness of child protection issues, promote a positive view of children and support the creation of safe environments for children. Hiwot Ethiopia will also work to increase the quality and availability of counselling, referral and other services to children who have been the victims of exploitation or abuse.
- **Quality of Schools and Education** – This is an issue that Hiwot Ethiopia has begun to work on in recent years and in which it will expand its activities over the 5 years covered by this plan. School and education are vitally important for child development and, as enrolment has increased in Ethiopia in recent years, it has become even more important to ensure that schools are positive environments for children and provide good quality education. Hiwot Ethiopia will work with and in schools to help create environments that are conducive to the positive development of children and that provide them with the knowledge and skills to be healthy, happy and productive in the future.

In its work on these four programmatic strategic issues, Hiwot Ethiopia will also take into account the two cross-cutting strategic issues mentioned above and will use the three high-level approaches and three cross-cutting strategies described in the previous section.

### **Organisational Strategic Issues**

The key organisational strategic issue for Hiwot Ethiopia over the lifetime of this strategic plan is the continued expansion and growth of the organisation. In order for this growth to be successful the organisation will need to continually improve its capacity, increase the skills and expertise of its staff, and upgrade its policies and procedures. Hiwot Ethiopia will therefore focus on the following organisational strategic issues over the five years of this strategic plan:

- **Organisational expansion** – As was shown by the consultation, Hiwot Ethiopia is a strong organisation and is therefore in a good position to continue to grow and expand, as it has throughout its history. By expanding its operations, Hiwot Ethiopia will be able to reach more children and youth in more areas and have a bigger impact on the positive development of children and youth. Hiwot Ethiopia will use the years 2010-2015 to increase the volume of its activities, reach larger numbers of children and youth than in the previous 5 years, and implement in new locations in new regions, as well as continuing to implement in existing target areas.
- **Staff capacity** – In order to support growth and expansion while maintaining effective delivery and services, Hiwot Ethiopia will need to continue to develop the capacity and skills of its existing staff, and recruit new professional and committed personnel. The organisation will work to retain high levels of professionalism among its staff and their strong commitment to delivering effectively for the community, and ensure that new staff joining the organisation also hold these values. Hiwot Ethiopia will also support the professional development of staff so that they can gain new skills and expertise and progress in the organisation.

- **Organisational policies, procedures and assets** – In order to support a larger, expanded organisation, Hiwot Ethiopia will need to upgrade its policies and procedures so that it can continue to function smoothly as an organisation. Hiwot Ethiopia will strengthen its organisational policies and processes to support efficient and effective management of its activities and to ensure that both staff and other resources are managed effectively. Hiwot Ethiopia will also increase the assets of the organisation so that its increased numbers of staff have sufficient materials and equipment to be able to effectively carry out their work for the community.

### Strategic Goals and Objectives

Following from the programmatic and organisational strategic issues identified above, Hiwot Ethiopia has identified a number of goals and supporting objectives that will be delivered by the end of the period covered by this plan, i.e. June 2015.

<b>Strategic Goal 1</b>	
<b>Improve the sexual reproductive health situation of adolescents and youth and reduce HTPs and HIV infections</b>	
Objective 1.1	To increase awareness and understanding among adolescents, youth and the community at large about SRH issues, STIs, HTPs, HIV and other SRH hazards.
Objective 1.2	To reduce harmful traditional practices, challenge harmful gender norms that lead to SRH hazards among youth (including STIs and HIV infections) and promote the adoption of health seeking behaviour.
Objective 1.3	To build the capacity of clubs, CBOs, CSOs, government organisations, NGOs, parents and others to enable them to support improved SRH and reduced STIs, HTPs and HIV infections among adolescents and youth.
Objective 1.4	To increase the practical help available to adolescents and youth experiencing SRH problems, such as those who have been the victims of HTPs, rape or abduction, unwanted pregnancy or abortion, and those with HIV or AIDS or other STIs; and to facilitate their access to supportive, sensitive and quality services.

<b>Strategic Goal 2</b>	
<b>Improve the situation of youth by increasing their abilities and opportunities to access employment</b>	
Objective 2.1	To build the capacity of youth to enable them to better access employment and to become economically self-sufficient.
Objective 2.2	To strengthen the capacity of clubs, CBOs, CSOs, government organisations, NGOs, parents and others to enable them to support youth to access employment.
Objective 2.3	To work with other organisations to find practical means of supporting youth to access or create employment opportunities, such as facilitating access to finance.

<b>Strategic Goal 3</b>	
<b>Improve the situation of children by reducing child abuse and exploitation and other forms of harm against children</b>	
Objective 3.1	To increase awareness of the issues of child abuse and exploitation.
Objective 3.2	To change harmful and negative attitudes and practices towards children that can lead to abuse and/or exploitation.
Objective 3.3	To build the capacity of children to enable them to protect themselves from harm.
Objective 3.4	To build the capacity of clubs, CBOs, CSOs, government organisations, NGOs, parents and others so that they can protect children from harm and can provide safe, positive environments for children.
Objective 3.5	To increase practical support and the availability and quality of services to children who have suffered from, or are vulnerable to, abuse and exploitation.

<b>Strategic Goal 4</b>	
<b>Improve the situation of children and youth by helping them to have quality education</b>	
Objective 4.1	To build the capacity of schools so that they provide better learning environments.

Objective 4.2	To work in collaboration with government offices and schools to increase the capacity and skills of teachers.
Objective 4.3	To increase support for children to enable them to access quality education.

<b>Strategic Goal 5</b>	
<b>Strengthen organisational capacity and expand activities into new regions of Ethiopia</b>	
Objective 5.1	To expand the organisation's activities to SNNPR, Oromia and Tigray regions, while continuing to carry out activities in Addis Ababa and Amhara regions.
Objective 5.2	To staff all posts in the organisation with qualified and motivated personnel.
Objective 5.3	To increase the use of international and national volunteers as a means of building the capacity of the organisation and of empowering and developing young people.
Objective 5.4	To improve communication both within the organisation and externally to stakeholders.
Objective 5.5	To improve the organisation's policies and procedures.
Objective 5.6	To increase the organisation's physical assets.

## Implementation and Delivery

### Financial information

Hiwot Ethiopia develops financial and resource forecasting as part of its annual planning process. All annual plans for the 2010-2015 period will be based on implementing this strategic plan and will contain information on the resources needed for implementation of that year's activities and how finances will be managed.

In general, Hiwot Ethiopia will need to make additions to its current mechanisms for obtaining resources if it is to implement this strategic plan effectively and achieve its goal of expanding its activities to new regions. In particular, there is a need to explore avenues for resource mobilization and especially to find sources of unrestricted (i.e. non-project focussed) funding. Possibilities exist for doing this, even in a resource-poor setting, including promoting membership of the organisation, soliciting in-kind contributions and organising fund-raising events and activities.

### Implementation and revision

The initial step in implementation of the strategic plan is the publicity of the plan to staff and all stakeholders of the organisation by distributing the plan widely, preparing a pdf version to upload onto the organisation's website and to email to stakeholders, and distributing a leaflet in both Amharic and English that summarises the key features of the plan. Once the plan has been published, staff will be expected to refer to the strategic plan in all documents produced by the organisation and to actively publicise the strategic direction of the organisation.

Following this publicity, implementation will be achieved by developing an action plan for the delivery of the goals and objectives in the strategic plan. The action plan will be incorporated into the organisation's annual programme plan for 2010 and all subsequent annual plans for the 2010-2015 period. All new proposals for projects and activities to be carried out by the organisation will be based on the strategic plan and associated action and annual plans.

The Board of Hiwot Ethiopia, in consultation with the staff and management, have the authority to make necessary revisions to the strategic plan in order to take account of new developments or emerging issues that appear over the lifetime of the plan. However, changes should only be made infrequently and with good reason, and any major revisions should only take place following consultation with staff and stakeholders.

### Monitoring and Evaluation

Achievement of the strategic plan will be measured by the degree to which the strategic goals and strategic objectives contained in the plan have been delivered by July 2015. Progress with implementation of the strategic plan and associated action plans will be reported regularly to the board and at least once every three months.

Updates on strategic plan delivery will be made at the regular quarterly reporting meetings of the organisation and will be reported annually to the General Assembly and wider stakeholders through the organisation's annual report.

## Acknowledgements

Hiwot Ethiopia would like to thank all those who contributed to the development of this strategic plan. Many individuals were involved, including children and young people, community members, partners, staff and board members, all of whom gave valuable advice to the organisation about how it could best take forward its activities in the future. In particular, Hiwot Ethiopia would like to thank VSO Ethiopia for its generous support for this project, which included financial support for both international and national volunteers, as well as to the more general development of the plan.

### **Hiwot Ethiopia Strategic Plan – July 2010 - June 2015**

## Annexes

### **Annex A - Acronyms**

AIDS – Acquired Immuno Deficiency Syndrome  
ART – Anti-Retroviral Therapy  
BCC – Behavioural Change and Communication  
CBO – Community Based Organisation  
CSO – Civil Society Organisation  
EDHS – Ethiopian Demographic and Health Survey  
FGM – Female Genital Mutilation  
GBV – Gender Based Violence  
HAPCO – HIV & AIDS Prevention and Control Office  
HIV – Human Immunodeficiency Virus  
HRM – Human Resources Manual  
HTP – Harmful Traditional Practice  
IEC – Information, Education and Communication  
MDG – Millennium Development Goal  
MOFED – Ministry of Finance and Economic Development  
NGO – Non-Government Organisation  
PWA – People With AIDS  
SAEC – Sexual Abuse and Exploitation of Children  
SNNPR – Southern Nations, Nationalities and People's Region  
STI – Sexually Transmitted Infection  
SWOT – Strengths, Weaknesses, Opportunities and Threats  
TVET – Technical and Vocational Educational Training  
VSO – Voluntary Service Overseas

## Annex B - Summary of consultees

### Donors

Save the Children Sweden  
The David and Lucille Packard Foundation  
Engender Health  
VSO Ethiopia  
Oak Foundation  
German Foundation for World Population (DSW)

### Schools, youth clubs and children's clubs

Yeka Terara Primary School – Teachers and children  
Qusquam Primary School – Teachers and children  
Abiyot Primary School  
Ye-Ediget Fre Children's Group  
Yefeka Birhan Children's Group  
Andinet Youth RH Association  
Areaya  
Addis Fana  
Berhan Lehum RH Association  
Tsenat youth development organisation  
Edom  
Felege  
Tinsae

### National, Regional and Local Government

Ministry of Health Women's Affairs Office  
Ministry of Youth and Sport  
MOFID - Population office  
Addis Ababa Youth and Sports Commission  
SNNPR HAPCO  
Yeka Sub-City Police Station  
Gulale Sub-City Police Station  
Gulele Sub-City Women's Affairs  
Arada Sub-City Women's Affairs  
Gulele Sub-City Education Bureau  
Merhabete Woreda Officials  
Children and Women's Affairs Office Gamo Gofa Zone  
Health Office Gamo Gofa Zone

### Partner Organisations

SNNPR HIV/AIDS FORUM OF NGOS (SHAFON)  
Addis Ababa Idirs  
Addis Ababa Women's Associations x 3  
International Institute of Education (IIE)  
Population Council  
TAYA – Talent Youth Association  
Fikir be Hiwot  
Save Your Generation  
Eshete Children and Youth Organisation  
Youth Network for Sustainable Development (YNSD)  
FSCE - Forum on Sustainable Child Empowerment  
IFSO  
African Network for the Prevention and Protection  
Against Child Abuse and Neglect (ANPPCAN-Ethiopia)  
FGAE - Family Guidance Association of Ethiopia  
Marie Stopes  
ISAPSO  
CIPHE - Consortium for Integration of Population, Health  
and Environment  
Pro-Pride  
BAT Street Children Development Aid Organisation  
Bemnet Orphanage, Hosanna  
Marie Joy  
Dagim Hiwot  
Children's Cross Connection, Sodo  
OSSA  
SEPDA  
Sheger Radio

### Community

Community in Merhabete  
Community in Ensaru

### Hiwot Ethiopia<sup>11</sup>

Board Members x 5  
Addis Ababa Staff Members x 25  
Amhara Facilitators and Home to Home Visitors

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<sup>11</sup> Hiwot Ethiopia's General Assembly was not specifically consulted as a separate group as all members are also part of other categories of respondent, including staff members, partners and donors.