



NORWEGIAN CHURCH AID
actalliance

Country plan 2011-2015

Ethiopia

Date: 26.10.2010

Contact information:

Name Resident Representative:	Hans Birkeland
Office telephone:	+ 251 11 551 2922
Telefax:	+ 251 11 551 8167
E-mail:	nca@ethionet.et
Address:	P.O. Box 1248, Addis Ababa, Ethiopia Ethio-China Friendship Avenue

Name Program Coordinator:	Berit Strømme Johnson
Office telephone:	+ 47 982 02 507
E-mail:	berit.stromme@nca.no
Address:	Norwegian Church Aid Bernhard Getz gate 3, 0165 Oslo Postboks 7100, St. Olavs plass, 0130 Oslo

Contents

1. CONTEXT ANALYSIS.....	4
1.1 ANALYSIS OF MAIN RIGHTS DEFICITS	5
1.2 ROLE OF LOCAL CIVIL SOCIETY AND FBOs (IN THE CONTEXT OF STATE AND MARKET)	8
1.3 NCA'S COMPARATIVE ADVANTAGES IN COUNTRY	9
1.4 RELEVANCE IN RELATION TO DEVELOPMENT PRIORITIES.....	10
1.4.1 <i>Relevance to national policies, plans and priorities</i>	10
1.4.2 <i>Relevance to Norwegian development objectives</i>	10
2. MAIN INTERVENTION STRATEGIES	11
2.1 STRATEGIC PRIORITIES AND PROGRAMMES	11
2.2 STRATEGIES FOR STRENGTHENING LOCAL CIVIL SOCIETY FROM A RIGHTS BASED APPROACH... 12	
2.2.1 <i>Mobilizing communities for social change</i>	12
2.2.2 <i>Building vertical and horizontal alliances and networks</i>	12
2.2.3 <i>Mutual capacity development</i>	13
2.3 NCA INTEGRATED APPROACH	13
2.4 NCA ACCOUNTABILITY COMMITMENTS	13
2.5 NCA COMMITMENTS TO MAINSTREAMING DEVELOPMENT PRINCIPLES	14
2.5.1 <i>Gender equality</i>	14
2.5.2 <i>Conflict sensitivity</i>	14
2.5.3 <i>Environmental sustainability</i>	14
3. FUNDING STRATEGY	15
3.1 RESOURCE FRAMES 2011-2015	16
3.2 PROPOSED FUNDING STRATEGY.....	16
3.2.1 <i>Main funding sources</i>	16
3.2.2 <i>Diversification strategy</i>	17
3.2.3 <i>Capacity assessment</i>	17
3.2.4 <i>ACT Alliance coordination</i>	17

ACRONYMS

AAEF	Act Alliance Ethiopian Forum
ACT	Action by Churches Together
AIDS	Acquired Immunodeficiency Diseases Syndrome
ART	Anti Retroviral Therapy
CA	Christian Aid
CC	Community Conversation
CCRDA	Consortium Christian Relief and Development Association
COP	Conference of the Parties
CSA	Central Statistics Authority
DCA	Danchurch Aid
DNH	Don No Harm
ECSNCC	Ethiopian Civil Society Network on Climate Change
EIFFDA	Ethiopian Interfaith Dialogue on Development Association
EPRDF	Ethiopian People Revolutionary Democratic Front
EU/ ECHO	European Union/ European Community Humanitarian Office
FGM	Female Genital Mutilation
GBV	Gender Based Violence
GDP	Gross Domestic Product
GPER	Gross Primary Enrollment Ratio
HAP	Humanitarian Accountability Partnership
HDI	Human Development Index
HIV	Human Immunodeficiency Disease
HO	Head Office
HPI	Human Poverty Index
HTP	Harmful Traditional Practices
JRP	Joint Relief Operation
MDG	Millennium Development Goals
MFA	Ministry of Foreign Affairs
MMR	Maternal Mortality Ratio
NCA	Norwegian Church Aid
NG	Norwegian Government
NGO	Non Governmental Organization
NMA	National Meteorology Agency
NNFCC	National Network for Climate Change
Norad	Norwegian Agency for Development Cooperation
OCHA	Office for Coordination of Humanitarian Affairs
OI	Opportunistic Infection
PANE	Poverty Alleviation Network of Ethiopia
PASDEP	Plan for Accelerated and Sustained Development to End Poverty
PLHIV	People living with HIV
PMTCT	Prevention of Mother to Child Transmission of HIV
RNE	Royal Norwegian Embassy
SNNPR	Southern Nations, Nationalities and Peoples Region
SRH	Sexual and Reproductive Health
STI	Sexually Transmitted Infections
TB	Tuberculosis
UN	United Nations
UNDP	United Nations Development Programme
UNFCC	United Nations Framework on Climate Change
UNICEF	United Nations Children's Fund
USD	United States Dollar
VCT	Voluntary Counseling and Testing
WASH	Water, Sanitation, Hygiene
WHO	World Health Organization

- Part I: Strategy -

1. CONTEXT ANALYSIS

Ethiopia, a country in the Horn of Africa bordered by the Sudan, Somalia, Djibouti, Eritrea and Kenya has a total Population of 73,918,505 with average annual growth rate of 2.6 percent.¹ It is a multicultural, multiethnic, multilingual country with over 89 languages. About 43.5% of the country's population is Orthodox Christian, 33.9 % Muslim, 18.6% Protestant, and 4.6 % traditional religions, 0.7% Catholic and 0.6% others.²

The country adopted a constitution in 1994 that established ethnic federalism system. It also underwent the process of decentralization devolving state power to lower tiers of government. Four national elections were held hitherto the last one in May 2010. The 2010 national election that entertained 90% voter turnout was won by the ruling party Ethiopian People Revolutionary Democratic Front (EPRDF).

The Ethiopian Economy is dominated by small-scale and low output agriculture which supports 80% of the population. The sector, which includes farming and livestock development accounts for about 50% of GDP and generates 90% of export earnings and supplies about 70% of the country's raw materials to the secondary activities. (PASDEP³ Report 2007). Although the national economy is so much dependent on agriculture, yet the sector being at the mercy of variable annual rainfall food security remains to be a challenge threatening about 8.29 million chronically food insecure and 6.71 million transitory food insecure people⁴ often calling for humanitarian assistance.

The total national budget for 2010/2011 is 4 billion USD which has increased by 20% from the last fiscal budget year. The highest budget lines are for road construction, education and agriculture with the budget share of 8.56 million USD, 8.93 million USD and 4.16 million USD respectively.

HIV epidemic in Ethiopia is becoming more complex and heterogeneous with stabilizing trend of urban prevalence and a rise in rural areas. In 2010 the estimated adult prevalence is 2.4% (2.9% for females and 1.9% for males), where 1,216,908 PLHIV (717,669 females and 499,239 males). In the same year there are 804,184 orphans, only due to AIDS, and the HIV and AIDS related deaths is estimated to be 28,073 (16,049 females and 12,024 males).⁵

Safe water supply and sanitation service coverage is among the lowest even by sub Saharan Africa Standard. Access to clean water supply at national level reached 52.46% during 2006/07 with the percentage of 82.02 for urban and 46.39 for rural.⁶ The national average access to sanitation remains 12%, with the percentage of 29 for urban and 8 for rural areas.⁷ However recently there is a call for intensified efforts and attentions to improve sanitation facilities.

Overall there is an encouraging economic and social development registered during the past years with over 10% per annum economic growth which is broad-based, with investments and expansion of the national road network, industry, electric power, telecommunications infrastructure and the water sector. The investment in export

¹ CSA, 2007

² (MOFED, Population and Development Indicators, 2008)

³ Plan for Accelerated and Sustained Development to end Poverty (PASDEP)

⁴ PASDEP Report 2007

⁵ Single Point HIV prevalence Estimate MOH, 2007

⁶ PASDEP Report 2007

⁷ Progress on Sanitation and Drinking Water, WHO & UNICEF, 2010

agricultural products such as coffee and tea as well as floriculture has been expanding for the last few years, increasing foreign exports to 12.8%. However high rate of inflation (17.8 %), and particularly soaring rise of food price challenges the food security of the poor figuring total poverty headcount and food poverty headcount to 34.6% and 33.5% respectively. Ethiopia is importing annually approximately 1.9 million tons of oil products at a value of approximately 20.68 billion birr out of which 80% is from the Sudan.

The Human Development Index (HDI) of Ethiopia also shows a trend of progress. Between 1995 and 2007 Ethiopia's HDI rose by 3.13% annually from 0.308 to 0.414 which gives it a rank of 171st out of 182 countries. Yet the Human Poverty Index (HPI-1), that focuses on the proportion of people below certain poverty threshold levels tells that Ethiopian ranks 130th among 135 countries with HPI-1 value of 50.9%. (Human Development Report, 2009)

Climate change presents a significant threat to the world and Ethiopia is one of the most vulnerable countries experiencing drought and flood as a result of the changing patterns in rainfall and temperature. The climatic hazard particularly, drought and flood occurrence has increased both in frequency and intensity in recent years.

The factors include change in climate leading to more frequent droughts, widespread land degradation, limited alternative income, increased population pressure (2.6%), poor market integration, limited access to basic services, inputs, credit, information technological issues, and national policy as well as implementation constraints. According to the UNDP Climate Change Profile for Ethiopia, the mean annual temperature in Ethiopia has increased by 1.3°C between 1960 and 2006, at an average rate of 0.28°C per decade. Ethiopia has been elected to lead the African delegation COP15 and the Ethiopian Prime Minister is playing a significant role in climate negotiation and dialogues globally.

The people of Ethiopia are a strong religious community. The Orthodox Church has a majority of members (43%) and with different Protestant churches counting for 18%. The Muslim community counts for 33% of the population. This reality gives the FBO's a wide and strong grass root relation.

1.1 Analysis of Main Rights Deficits

Deficits of participation

Albeit the decentralization process, participation of the community particularly the poor in development programs is limited in both government and NGOs from the initial planning stage through the project cycle and they fail to adequately influence the decisions that affect them. Bottom up decisions on specific identification of development intervention which participate and empower the community has not fully materialized. It is nonetheless imperative to ensure active participation of grassroots communities, community based organizations and all stakeholders as it is crucial to develop a sense of "ownership" of any development intervention, which will assure the sustainable development of the initiatives and gain benefits from the engagements. Thus the capacity of community based organizations need to be built to enhance the potential of existing social structures at the community level and ensure their participation which has the potential of ensuring efficiency, effectiveness and social acceptability.

The Government of Ethiopia has taken steps to improve the condition of women in the country, including efforts to integrate and mainstream gender in economic, social, and political decisions. Gross Primary Enrolment Ratio (GPER) for girls has also increased to

91% and primary school Girls/Boys ratio has reached 0.93 in 2007/08.⁸ However, despite all these encouraging improvements, owing to socio cultural factors entrenched in the society, women's status and participation in the governance and development process as a whole is still low.⁹ Actions to empower women to actively participate in the economic, social and political domain and to bring the overall wellbeing of women and girls should remain the priority agenda of government and non government actors including faith communities. More efforts are needed to improve the greater participation of PLHIV, women and young population to better address the HIV and AIDS epidemic.

The Charities and Societies Proclamation enacted early 2009 must also create an enabling environment for CSOs to open communication, to build dialogue and to participate in the overall poverty reduction efforts of the country.

Deficits of Equity

Due to centuries old social, cultural, economic and political barriers many poor and marginalized people in the country have been devoid of basic services accesses. Disparity of access to development programme services such as health, basic education, clean water and sanitation are major deficits in most rural and urban communities. The effectiveness of some of service providing institutions, such as health clinics, is very low where they are not well equipped with the necessary drugs and equipment. There is also high and ever increasing disparity of living standards among the population in the country and many are affected due to the rise of inflation and price increase of basic items. Poor access to youth friendly services that address HIV prevention and Sexual and reproductive health (SRH) needs, and poor health care access to women and girls including low uptake of PMTCT and ART and Opportunistic Infection (OI) treatment services among PLHIV exacerbated the HIV and AIDS epidemic situation in the country.

Although women take an active role in agricultural production, processing and marketing of food products their identity as farmers is highly invisible within the agricultural development framework in the country. Women rarely own land, have lower education, have limited access and control over productive resources, lack equitable decision-making role, and also have low or limited placement in leadership and management positions. Women therefore typically confront a narrower range of labour markets than men, and earn lower wage rates. Thus, the livelihood and security of women is unaccountably threatened and cause them to disproportionately bear the burdens of poverty. Poor access to youth friendly services that address HIV prevention and Sexual and reproductive health (SRH) needs, and poor health care access to women and girls including low uptake of PMTCT and ART and Opportunistic Infection (OI) treatment services among PLHIV exacerbated the HIV and AIDS epidemic situation in the country. It is therefore essential to identify critical gaps and areas for improvement to enhance socio economic wellbeing of women and girls to enable them contribute to and benefit from development interventions.

Deficits of protection

The intertwined challenges of high population growth, climate change and environmental degradation, slow technological adaptation, and protracted rural development have threatened the sustainable livelihoods of rural people and pastoralists. Poor households and particularly poor female headed households have limited access to and control over productive resources and sustainable livelihood affecting their food security and nutritional status. Hence such poor households become more vulnerable to natural disasters such as drought, floods and landslides, disease outbreaks, and manmade disasters like internal and external conflicts and other disaster threats. Despite ratification of major international conventions and protocols, lack of a specific and

⁸ PASDEP Annual Progress Report 2007/08

⁹ PASDEP Annual Progress Report 2007/08

comprehensive climate change policy, lack of capacity (technical, logistical, and technological) to implement existing environmentally-oriented policies and programs, poor coordination of stakeholders, oversight of long-term environmental impacts of short-term economic benefits, and low-level of public awareness also exacerbate vulnerability of the rural community.¹⁰

The rural community is also threatened with increased susceptibility to water-borne, water-washed, water-based and water-related diseases as only 65.8 % and 21.34 % of the households respectively have access to potable water within a distance of 1.5km, and access to sanitation facilities. (Draft PASDEP II, March 2010 & UNICEF-Fact Sheet January, 2007). In addition to such problems faced by all household members, women and children who have the responsibility of fetching water take more of the encumbrance as they travel long distances to fetch water; prohibiting them from participating in development activities, exposing themselves to all sorts of hazards including sexual violence, and causing absenteeism from school particularly in nomadic pastoral communities.

Lower position of women and girls in particular in socio-economic and sexual decision making, unemployment and increasing unprotected sexual activity among youth, early sexual debut, high rates of untreated STI in the general population, HIV co-infection with malaria, tuberculosis (TB) are considered to contribute for HIV infection. Moreover women and girls are subjected to various Harmful Traditional Practices (HTPs) that are widely prevalent including female genital mutilation affecting 73% of women and girls; early marriage affecting 33% of women below 15 years of age; abduction often followed by forced marriage; and rape.¹¹ Such factors added to lower economic positions and weak sexual decision making role expose females to a higher sexual and reproductive health risks such as labour related complications, fistula cases and HIV. The policy environment in Ethiopia regarding anti-FGM activities is highly conducive. All recent laws put a very favorable framework for action against FGM. The Constitution (1995) specifically mentions elimination of HTPs within a general frame of ensuring gender equality. The Family Law and the Criminal Code have specific articles prohibiting FGM. The Constitution also endorses (Article 9.2) all international treaties ratified by Ethiopia as constituting part of the country's legal system. Thus all the international instruments conducive for the abandonment of FGM could be applied in Ethiopia. However, they are not fully taken advantage of at present as these norms and standards are little known and accessible, and there is gap in enforcing those provisions.

Further, limited access to family planning and reproductive health services, high fertility, and poor nutritional status impact negatively on women's health, and contribute to one of the highest maternal mortality ratios (MMR) in the world 673/100,000 and high female morbidity 75.5% vs. male morbidity of 25.5%. There is high morbidity among women and girls due to AIDS including low uptake of PMTCT, ART and VCT services mainly because women are also unable to utilize available health services due to workload, inability to pay for the services, cultural influence and limited awareness.¹²

The group with the highest HIV prevalence in the country is women aged 15 to 24, while prevalence among men peaks between ages 25 and 29 years.¹³ The increasing number of AIDS orphans elderly women care takers, young female sex workers is among the manifestations of the social impacts of the disease.¹⁴ There is need to greater emphasis for equitable access to HIV services and improving economic status of women living with HIV, female sex workers, elderly women and orphan headed households.

¹⁰ NMA, 2009

¹¹ Ministry of Women Affairs, 2006

¹² DHS 2005 & NAP-GE 2006-2010 Ministry of Women Affairs, 2006

¹³ Single Point HIV prevalence Estimate, 2007

¹⁴ SPM II 2009-2010/11 HAPCO, 2009

Thus integrated rural development initiatives should target poor households, ensure gender analysis and mainstreaming and integrate climate change adaptations. There is also a need to understand the link between HIV/AIDS and gender issues and strengthen communities' actions against HTPs.

Deficit of sustainability

The great majority of households in the rural community markedly suffer from lack of sustainable livelihood as they are excessively reliant on rain-fed agricultural production and thus susceptible to the impact of a weather-related shocks mainly drought and flood incidences due to climate variability or a household-specific shock (such as a family breadwinner falling ill). Lack of sustainable livelihood and income opportunity particularly among the poor and marginalized men and women have increased their vulnerability to various natural, social and economic shocks. Since many are being supported through food aid or safety net programmes it is necessary to develop a strategy of linking emergency-rehabilitation and long term development programmes with the objectives of enhancing sustainable development at house hold levels. Although the development of micro-finance institutions to facilitate access to finance to the poor and marginalized people is encouraging it is yet at an infant stage lacking strong capital base, experience and capacity in credit management.

Limited institutional and management capacity to manage the phased over activities of any development interventions and respond to emergencies at local administrative level is also visible calling for capacity building of the community in order to ensure the sustainability of developmental initiatives

1.2 Role of local civil society and FBOs (in the context of state and market)

Civil society and CSO's as a concept is relatively new in this country. The overall political, economic and social environment has not always been conducive for the growth of a vibrant civil society sector. It was to the Imperial time in 1960s that the first NGOs can be traced, and then represented by the mission organizations from the USA and Europe who were pioneering in the service delivery sectors of education and health in particular. With the fall of the Imperial era in 1974 and takeover by the Derg regime the Marxism and scientific socialism did not allow space for the growth of the CSOs to play any meaningful role in the society. However the frequent and repeated droughts affecting the country since 1974 gradually brought a number of international NGOs to the country to deliver humanitarian assistance together with faith based organizations (FBOs). Eventually national churches and NGOs in emergency assistance moved into rehabilitation and more long term development work. The fall of the Derg in 1991 brought the country into a new political chapter which also improved significantly the overall operating environment for the civil society. In 2007 the number of NGOs and CSOs was 2 300, of which 1 740 were national. During the past two decades the international donor community did a lot to build the capacity of this growing sector which is involved in a wide variety of areas including resource mobilization and contribution to national development programs by building the capacity of the government, providing alternative or complementary development and governance strategies and tracking the performance of public institutions.

Through the past year NCA and partners have been involved in emergency operations at different times and areas responding to needs. They have been coordinating their efforts in joining hands in Joint Relief Operation (JRP) in the 1980s and presently Action by Churches Together (ACT alliance) for the emergency responses. The structural arrangements and their experiences developed through the years put NCA partners in well established position. NCA partners are not only involved in emergency responses but are engaged in various social, political and economic development of various

programme areas in the rural and urban areas serving the most affected community members.

As of 2010 the ruling government passed a new law for the Registration and Regulation of Charities and Societies.¹⁵ This law is said to 'aid and facilitate the role of charities and societies in the overall development of the country. However it brings restrictions onto the involvement for the Ethiopian Resident as well as international NGOs in specific areas such as; human and democratic rights, gender equality, rights of disabled and children, conflict resolution, and justice. It is however said that this law is not applicable to the diaconal wings of religious institutions as opposed to their development wings. The practical application of the law will limit the space for the civil society involvement.

1.3 NCA's comparative advantages in country

Long term uninterrupted commitment in Ethiopia, flexibility and ability to respond to high risk humanitarian situations, changing environments and contexts, its integrated approach, ability to reflect and learn from own practices of its strengths, weaknesses and missed opportunities and its global networking and alliance are some of the comparative advantages of NCA.

NCA has more than 35 years of presence in Ethiopia. This long time presence is a confirmation of long time commitment. This many years has also given NCA a solid knowledge about the country and its people, understanding of its culture and context. Strong relations with mutual trust are established with communities, the government at different levels, with partners and not least with the FBOs. Different evaluation reports have stated that NCA added value is its partnership with FBOs and other partners with a strong and wide grassroots connection enabling social mobilization for change. The Ethiopian population at large is a religious people, Christians or Muslims, hence partner FBOs have high potential of reaching far out to their constituency on messages for improving livelihood and bringing development to the grassroots.

Another key to the success of NCA's interventions is its strategy and ability to utilize partnership and synergies to achieve its objectives through a collective effort. Besides being more efficient and cost-effective, cooperation with government and nongovernmental partners as well as community at grassroots level, has contributed to the sustainability of project interventions when NCA's projects phased out.

NCA is engaged in short term emergency response and long term development programmes focused in various thematic areas (good governance, water, gender, Gender Based Violence (GBV), FGM abandonment, HIV, peace building food security) for the last many years and gained considerable thematic experience. Exposure visits, lessons learnt and technical competence are available in the country programme. In addition, NCA Head Office possesses thematic and technical expertise which is available for the program.

NCA is also part of various networks in Ethiopia including: ACT, Consortium Christian Relief and Development Association (CCRDA), Poverty Alleviation Network of Ethiopia (PANE), Ethiopian Civil Society Network on Climate Change (ECSNCC), Ethiopian Interfaith Dialogue on Development Association (EIFDDA), FGM Network and Water, Sanitation and Hygiene (WASH) Ethiopia. This as a result has enabled NCA to consolidate its experience and information sharing with other development actors for the purpose of working towards the reduction of poverty in the country.

Being part of the ACT Alliance NCA will have a formidable potential for sharing and coordination of resources, geographical coverage and thematic competence. NCA has

¹⁵ Proclamation no 621/2009

gone an exercise in the assessment of the Humanitarian Accountability Partnership (HAP) as a requirement of membership where this alliance focuses in securing standards and increased mutuality and accountability in humanitarian and development response.

In July 2010 NCA signed a MoU with the Ministry of Federal Affairs for working with the FBO's on peace and development. At this point NCA is the only NGO with this specific MoU.

1.4 Relevance in relation to development priorities

1.4.1 Relevance to national policies, plans and priorities

The Ethiopian Government in its Plan for Accelerated and Sustained Development to end Poverty (PASDEP, 2005 & 2010) put ending poverty as a core agenda of its development interventions. Policies and strategies in various sectors have been developed and issued to guide the development program of the country. In this regard, the government calls for partnership among government agencies, development partners (donors, UN, NGOs, private sectors, etc), as well as communities working to maximize their social mobilization and efforts. The existing and emerging UN conventions (UN MDG's, UNFCCC—convention on climate change and others) will bring this Country Strategic Plan in to picture where the international community pledge its demonstrated commitments to end poverty in the world and particularly in Ethiopia.

Therefore, this NCA's CSP is designed and prepared in accordance with the objectives and priorities of the various relevant national plans as well as the needs of the poor and marginalized Ethiopian people.

1.4.2 Relevance to Norwegian development objectives

The Norwegian Government (NG) has issued different policy and strategic documents on its International Development Cooperation. The latest is related to the 2010 National Budget which gives the direction and priorities for its involvement. This chapter on International Development Cooperation is clearly pointing to the present challenge in the fight against poverty; the climate change and the economic crises. In this context NCA will share the opinion of the Norwegian Government¹⁶; to focus on thematic areas where we believe we will have the necessary advantage to make a change.

Accordingly NCA Global Strategy specifies necessity of focused growth through limitations to two strategic priorities and five program areas. However, the magnitude and complexity of Ethiopia, also taking into account the role NCA Ethiopia and its partners plays in the region, coupled with the strategic potential and added value of NCA in view of history, trust and relationships both with partners and the Ethiopian Government, necessitate an interpretation of focused growth to be the following three strategic priority areas and six program areas.

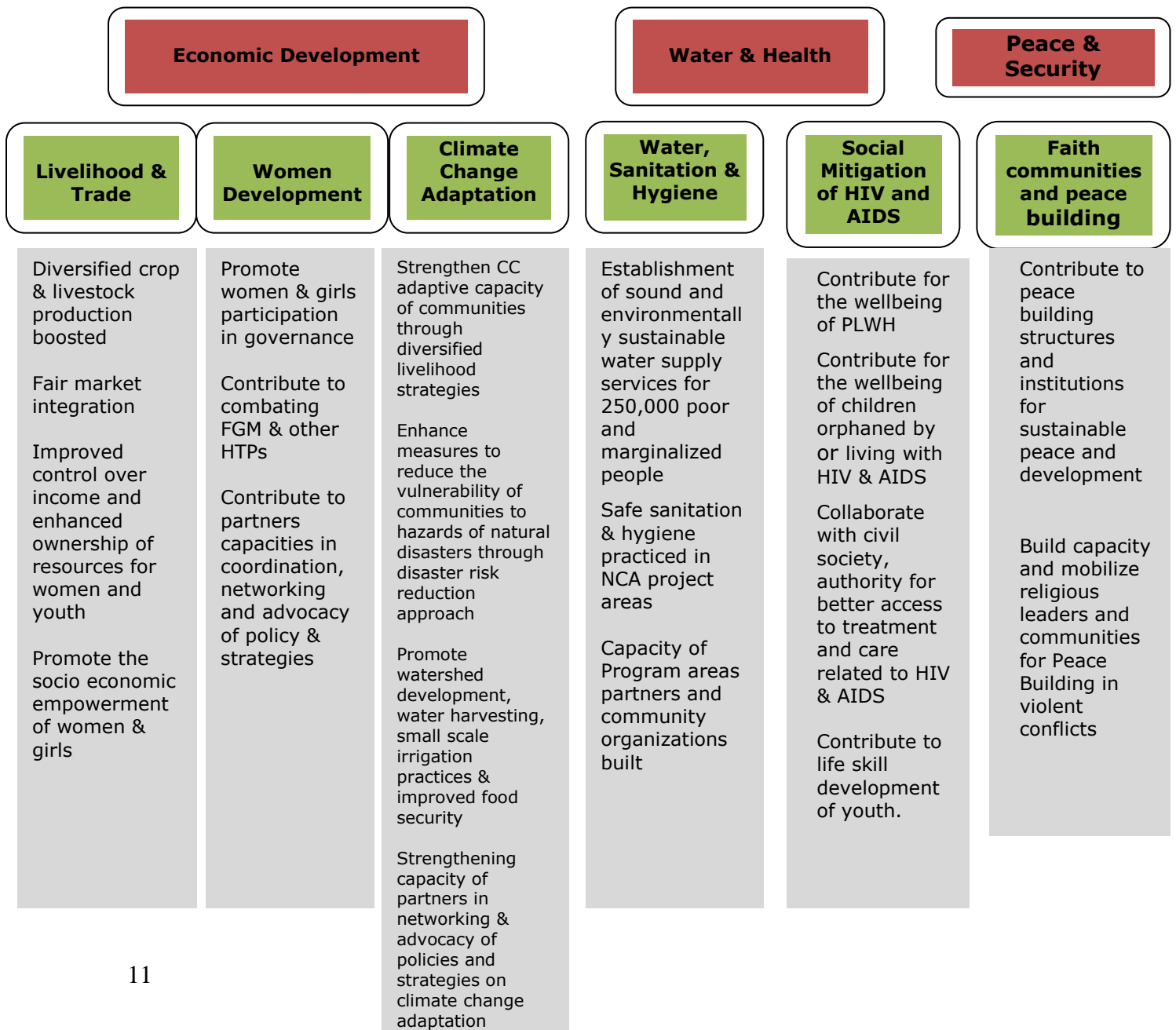
- **Water and Health:** Health is among thematic areas mentioned of special importance in times of recession. NCA has for many years been working on water development as a means to prevent water born diseases. We still believe this is long term development which is favoring women and children in particular, also reducing child mortality which is a special target for the NG (ref. NG strong involvement in the Global Campaign for the Health Millennium Goal).

¹⁶ Norwegian Government Action Plan to Combat FGM (2008-2010); Women's Rights and Gender Equality in International Development Policy (Report no 11 2007-08); Norway's Humanitarian Policy (MFA Oct 2008)

- **Economic Development:** Food security is basic for the Economic Development as stated by the NG. NCA will through different integrated rural development projects contribute to improved livelihood for the target population. Special focus will be made to women to secure their livelihood, health and education, economy, and protection from violence and FGM. Understanding the impact of climate change on economic development NCA will also address this concern through climate change adaptations.
- **Peace and Security:** Peace is fundamental for economic development. NCA has been working with the religious leaders and communities in particular to prevent violence and to contribute to solve conflicts. When the NG state that they will continue the cooperation with the civil society on peace, we believe that NCA have a special advantage to address this together with the FBO's with whom NCA is partnering, not least in the Ethiopian context with strong religious communities.

2. MAIN INTERVENTION STRATEGIES

2.1 Strategic Priorities and Programmes



Norwegian Church Aid in Ethiopia promotes human dignity for poor and marginalized people by supporting partners and programs that contribute to their increased participation, equity and protection. Considering a number of issues and gaps which are emanated from analysis of external and internal contexts, as well as its internal expertise and commitment NCA, together with its partners, will be engaged in addressing these issues in order to make a meaningful contribution in helping the poor and marginalized people in Ethiopia. To this end, NCA has selected three strategic priorities; namely; Economic Development, Water and health and Peace and Security. The main program areas selected to be addressed under this country strategic priorities are: livelihood and trade, women development, climate change adaptation which are linked to the economic development priority area, while HIV & AIDs, water and sanitation are linked to the Water and health priority area. NCA due to its long term engagement and present commitments will focus on Faith communities and peace building program area with the link to Peace and security strategic priority.

Geographical Priorities

The main geographical focus will be Southern Nations, Nationalities and Peoples Region (SNNPR), Oromia, Amhara, Tigray, Somali and Addis Ababa. NCA will also be engaged in other regions as per the request from the Ethiopian government and when the needs arise.

2.2 Strategies for strengthening local civil society from a rights based approach

2.2.1 Mobilizing communities for social change

There are formal community organizations like Idirs, FBOs, youth groups, women groups , Kebele and sub kebele development committees which could potentially serve as forum for community mobilization, conversation and a means to address community needs. Strong focus and attention need to be given to women and marginalized groups to benefit from most interventions and build their assets and expand their livelihood opportunities. Instrumental to this process would be participatory planning, group formation, enhancement of solidarity mechanisms, awareness creation and skills building on a broad range of attitudes and opportunities at household and community levels. In this regard a most promising vehicle for mainstreaming and as a participatory mechanism is the Community Conversation (CCs) approach and it will be used widely in the areas of combating FGM, HIV & AIDS and other development programs.

2.2.2 Building vertical and horizontal alliances and networks

NCA will use the various national networks and forums such as FGM network, ACT, CCRDA, PANE, NNFCC, EIFDDA, and WASH Ethiopia. It also creates greater solidarity and collaboration with governmental and nongovernmental development actors including grassroots community and their organizations, youth and women associations, local, regional and federal governments, civil society and faith based organizations. Through this strategy NCA will enhance networking that would facilitate greater coordination and harmonization, participation, information and communication.

Coordination and Harmonization: Through partnership, alliance building and networking within its engagement areas NCA will avoid superfluous duplication of efforts and focus on areas that add and maximize values through synergy building, coordination and harmonization of development works initiated by different actors.

Participation: Through its partnership with the grassroots community and their organizations NCA will ensure legitimate participation of the target community particularly those poor and excluded who are historically denied of participation in all stages of development interventions by employing various participatory approaches.

Information and communication: Realizing the critical role information and communication could play in developmental interventions NCA will facilitate access to information to local communities and local government in its intervention areas to engage developmental partners in an informed and fact based actions. NCA will also consolidate its own and partners' best experiences to share it with other development actors.

2.2.3 Mutual capacity development

NCA trust that capacity development is as much a process where we will learn from our partners as they will learn from us. Thus we will document and share our best experiences and encourage our partners to do the same. In order to attain its overall objective through quality and efficient performance NCA will also build the competence and skills of staffs and partners. To identify and fill capacity gaps of NCA and partners, assessment will be undertaken at different levels. NCA and partners' staff competency and leadership will be built through trainings, exchange programmes and experience sharing visits. Although the demand for partners' capacity development should ideally come from our partners, assistance for capacity building of partners will be evidence based and prioritized our core partners. Availing access to information on lessons learnt, specific innovative technologies, best practices, and experience from other CSOs will also add to the capacity development strategy.

2.3 NCA Integrated Approach

Norwegian Church Aid believes that short term emergency response and long term development assistance should go hand in hand. Thus it integrates its core intervention areas namely emergency interventions of humanitarian assistance, long term development programmes and developmental advocacy in order to achieve greater impact. NCA together with its partners make reliable researches and studies and share concerned authorities and stake holders to respond and act in better strategies in improving the livelihoods of the communities in the engagements of long term development programmes and emergency responses. The existing ACT Alliance forum will be an instrumental in making coordination in emergency preparedness and responses as well as long term development strategies and links among members' institutions and resources.

2.4 NCA Accountability Commitments

Baselines analysis for NCA Ethiopia against the HAP 2007 standard has been conducted at the begging of 2010. Accordingly NCA head office need to develop general accountability framework in the year to come by including principles of accountability considering the benchmarks set in the HAP 2007 standard guideline. Based on the general framework from NCA head office, NCA Ethiopia during this planning period will focus on further development and quality assurance of our accountability to beneficiaries (right-holders communities), partners and other stake holders based on the HAP accountability and quality management standards. Focus will be on provision of information, securing participation development system for feedback and complaints focusing on beneficiaries (right-holders) and host communities during all phases of project and program implementation.

Clear commitments and expectations on accountability in our relationship with partners will also be developed and adapted to the specific partnership and project agreements. In this regard NCA together with partners develop how to integrate accountability in an ongoing project during planning, implementation, monitoring and evaluation. Focus will also be given on how NCA and partner' staff be commitment and expectation from their involvement in project management and provision of their services to the right holders. All necessary capacity development related to accountability will be organized and given to partners' and NCA staff as well as other stakeholder will be included. Coordination and links will be made to NCA head office and other country offices as well as ACT Alliance members (DCA & CA) for mutual learning and joint exercise. A contextual roll out work plan for the year 2011 -2015 is annexed to this CSP document.

2.5 NCA Commitments to mainstreaming development principles

2.5.1 Gender equality

Grounded in NCA Statement of principles is a commitment to ensuring gender mainstreaming in all of its development interventions for better policy and programming outcome. Based on this NCA applies the guiding principles of gender-sensitive planning and implementation. It will therefore undertake gender analysis which is meant to ensure that gender relations and their implications are clarified and ensure that these differentials are well addressed. This knowledge will be incorporated into organizational action and especially decision-making. Capacity development, development of clear responsibilities and follow-up plans will take place, guided by the Gender Equality and Action Plan 2011-2015. Also, NCA as part of the ACT Alliance is also committed to promoting gender mainstreaming as a method of work in humanitarian action, long term development and advocacy.

2.5.2 Conflict sensitivity

NCA has in its Statement of Principles and in its Global Strategy committed itself to Conflict Sensitive Programming. External aid will always impact the context where it is provided. An intervention can facilitate or hinder long-term peace and development. Conflict Sensitive Programming is about how assistance shall be provided in violent conflict settings to help local people disengage from the violence that surrounds them, and begin to develop alternative ways for addressing the problems that underlie the conflict, rather than feeding into and exacerbating the conflict.

NCA's methodology for conflict sensitive programming is drawn from the Do No Harm Project (DNH), which is coordinated by Collaborative for Development Action in Boston USA (www.cdainc.com). Therefore NCA will use DNH or equivalent conflict sensitive programming -training to equip staff and partners to develop options for conflict sensitive programming. The DNH check list will also be consulted for all NCA program implementation to minimize unintended negative impacts of NCA's programs.

2.5.3 Environmental sustainability

Grounded in NCA Statement of Principles is a commitment to the protection of the environment as part of the Creation with its inherent value that shall be respected and preserved. NCA shall contribute to the sustainable management of natural resources for the common good of all humanity and the benefit of future generations.

Based on this NCA contextually applies the guiding principles on Climate Change for ACT Alliance programmes in humanitarian action, long term development and advocacy.

NCA will aspire to the following environmental standards in the next strategy period:

- Address environmental concerns and climate change in strategic planning in all aspects of the project cycle

- Identify the impact that climate change is having on the lives of communities targeted by our activities in programme development in order to foresee risks and take action in order to protect them.
- Plan for the effects that future climate change will have on communities in NCA project areas
- Support adaptation, mitigation and emergency response measures that do not have a negative impact on the environment.
- Climate secure some of the programmes in order to lay the ground for climate proofing of the portfolio in the future.

3. FUNDING STRATEGY

NCA/Eth had a consolidated financial situation during the past 5 year plan with no increment in the base finance support from the HO. However some earmarked grant from the Embassy for activities related to FGM and partly Human Rights and Good Governance have contributed to keeping the level of activity at a reasonable level. During the period high inflation has influenced on projects activity level. This is however only partly been compensated by favorable exchange rates.

In the period to come it is expected that new funds will be needed for the planned expansion of the water program, increased involvement on FGM, and new emphasis on climate change adaptation.

Resource Frames 2011-2015

Program Area	Funding Source	Expected funding for the planned years 2011 – 2015 (NOK x 1,000)				
		2011	2012	2013	2014	2015
Livelihood and Trade	Norad	3000	3000	3000	3000	3000
	MFA		5000		5000	
	Sub Total	3000	8000	3000	8000	3000
Women Development (HTP/FGM,)	Embassy	4000	4000	4000	4000	4000
	Norad	500	500	500	500	500
	Sub-total	4500	4500	4500	4500	4500
Climate Change Adaptation	Norad	1000	1000	1000	1000	1000
	Sub Total	1000	1000	1000	1000	1000
Social Mitigation of HIV and AIDS	Norad	600	600	600	600	600
	NCA	400	400	400	400	400
	Sub-Total	1000	1000	1000	1000	1000
Water, Sanitation and Hygiene	Norad	3000	3000	3000	3000	3000
	MFA	5000		5000		5000
	Others (UNICEF, OCHA, EU)	2500	3500	2500	3500	2500
	Sub-Total	10500	6500	10500	6500	10500
Faith Communities and Peace Building/ Capacity building of Civil Society	Norad	800	800	800	800	800
	NCA	100	100	100	100	100
	Sub-total	900	900	900	900	900
Program technical and administrative support	Norad	1950	1950	1950	1950	1950
	NCA	1000	1000	1000	1000	1000
	Sub-total	2950	2950	2950	2950	2950
GRAND TOTAL		23850	24850	23850	24850	23850

3.1 Proposed funding strategy

3.1.1 Main funding sources

The Ethiopia Program will continue to have a financial foundation based on grant from the NCA, which includes Norad grant. Grants will be applied for from the **Norwegian Ministry of Foreign Affairs** (MFA) for special humanitarian responses if and when need emerge. The **Norwegian Embassy** (NE) has confirmed a continued support to combat FGM for a new 5 year program period as of 2011.

3.1.2 Diversification strategy

WASH program being a major component of the Ethiopia program will demand resources from different back donors. **Well Wishers** from Australia have confirmed that they will continue their support for hand dug wells in Tigray. Their support could be expanded for a second project area.

It is expected that **UNICEF** funds will continue to be available through the Regional Water Bureau. NCA/Eth has a general agreement with UNICEF for joint interventions.

For emergency interventions **OCHA** funding has been in the past and is expected to be an alternative.

Together with sister organizations NCA is jointly requesting funds from **EU/ECHO** and others.

3.1.3 Capacity assessment

An active strategy for local fundraising is demanding special capacity which NCA do not have alone. However together with sister organizations within the ACT Alliance members it is believed that both the experience as well as the relations will contribute to a joint manageable capacity.

NCA/Eth does have a well established administration and management team. It is believed that the present staffs do have the necessary capacity to implement and follow up the activities planned. Capacity building of the partners will continue on thematic as well as administrative issues.

3.1.4 ACT Alliance coordination

The national ACT Alliance Ethiopia Forum (AAEF) is well established with 6 international and 2 national members. The AAEF has its own coordination at present within the NCA administration as the host agent. The AAEF is working on its strategy for its activities for the coming five years when it is believed that it will develop its role as an important actor for joint and coordinated interventions by its members. AAEF will raise funds for humanitarian interventions through the Geneva HO. But it is also believed to be a potential in joint fundraising from major donors located at the country level.