

Final 10.04.2009

Helvetas Ethiopia

Country Programme Strategy

2009 – 2013



Addis Ababa / Zürich, April 2009

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Abbreviations and Acronyms

ADLI	Agricultural Development-Led Industrialization
BEA	Bio-Economy Association
BOARD	Bureau of Agriculture and Rural Development
BTP	Bridges to Prosperity (US NGO)
CB	Capacity Building
CG	Coordinating Group
CHF	Swiss Franc
CRDA	Christian Relief and Development Association
CPPI	Cactus-based Production and Processing Initiative
CPO	CPO
CPS	Country Programme Strategy
CSA	Central Statistical Authority
CS&S / CSS	Civil Society & State
CSR	Civil Service Reform Program
DAG	Donor Assistance Group
DLCO-EA	Desert Locust Control Organization for East Africa
E&C	Education and Culture
ERA	Ethiopian Roads Authority
ERTTP	Ethiopian Rural Travel and Transport Sub-Program
ESRDF	Ethiopian Social Rehabilitation and Development Fund
EU	European Union
FAO	Food and Agriculture Organization of the United Nations
FDRE	Federal Democratic Republic of Ethiopia
FSP	Food Security Programme
GG	Good Governance
GTZ	Deutsche Gesellschaft für Technische Zusammenarbeit
HO	Head Office
<H>	Helvetas
<HET> / <HE>	Helvetas-Ethiopia
HICE	Household Consumption and Expenditure
<HNE>	Helvetas-Nepal
HRD	Human Resource Development
IBE	Integrated Bio-Farming Enterprise
ICCO	Inter-Church Organization for Development Cooperation
ICRC	International Council of the Red Cross
ICT	Information and Communication Technology
ILRI	International Livestock Research Institute
IP	International Programme
KM	Knowledge Management
KS	Knowledge Sharing
MOCB	Ministry of Capacity Building
MOE	Ministry of Education
MOFED	Ministry of Finance and Economic Development
MOARD	Ministry of Agriculture and Rural Development
NGO	Non-Governmental Organization
NPO	Non-Profit Organization
NRM	Natural Resource Management
NTSS	National Transport Sector Strategy

PASDEP	Plan for Accelerated and Sustained Development to End Poverty
PRSP	Poverty Reduction Strategy Program
PSNP	Productive Safety Net Programme
RI	Rural Infrastructure
RRA	Regional Roads Authority
RSDP	Road Sector Development Program
SDC	Swiss Development Cooperation
DFID	Department for International Development (UK)
SME	Small & Medium-scale Enterprises
SNNPRS	Southern Nations, Nationalities and Peoples Regional State
TB	Trailbridge
TVET	Technical and Vocational Education and Training
UC	Users' Committee
UNDP	United Nations Development Programme
WSDP	Water Sector Development Program
WB	World Bank (The)
VC	Value Chain

Executive Summary

The Ethiopian economy is highly dependent on agriculture, which is highly fragmented and dominated by smallholders. These farmers, with low-productivity, represent in total an estimated 85% of the population. Given the incidence of bad weather, economic growth based on a foundation of agriculture is severely at risk. The high rate of population growth creates an immense pressure on the health, education as well other service sectors. For example, ca. 75% of households in rural areas still have no access to clean drinking water. Furthermore, women are largely absent from leadership and decision-making positions, a critical aspect of governance concerns in Ethiopia.

The mission of Helvetas Ethiopia is to guide and support innovative development processes that lead to positive changes to the livelihoods of disadvantaged communities.

The Country Programme Strategy (CPS) of Helvetas Ethiopia for the period 2009 – 2013 will build on the achievements, experiences, knowledge acquired and *lessons learned* in the course of the previous Helvetas CPS Ethiopia Road Map of 2006 – 2008.

The working areas of Helvetas Ethiopia are:

Working Area 1: Infrastructure in Rural Areas (RI): Helvetas Ethiopia's mission in this working area is to increase the mobility for rural people by establishing the trailbridge infrastructure in Ethiopia. Other local infrastructures required are public utilities such as schools, health posts, etc. Through the Woreda-support project, we support the development of such infrastructure.

Working Area 2: Sustainable Management of Natural Resources (NRM): Helvetas Ethiopia assumes that the vicious cycle (rural poverty → deterioration of natural capital → increased poverty) can be interrupted, on one side, through practical training to farmers and, on the other side through developing new or existing value and market chains reaching as many consumers or retail buyers locally, nationally or globally. The cactus initiative will be further developed to an NRM-project (including the bio-farming approach).

Working Area 3: Civil Society and State (CS&S): Empowering local institutions and individuals, both within and outside government structures, is one of the most promising changes Helvetas Ethiopia can bring in order to contribute to sustainable development and reduction of poverty.

The cross-cutting issues and themes beyond the specific working areas are presented below:

- Environment and Climate
- HIV/AIDS
- Do No Harm
- Governance

Helvetas Ethiopia applies a *multi-stakeholder approach* and facilitates trust building and co-operation between (local) government agencies, communities and the private sector. Long-term capacity building of partners is at the core of Helvetas' approach to sustain project activities through a role of **facilitation** as opposed to project implementation. This role is based on the underlying principles of the Paris Declaration on Aid Effectiveness. Further, the sustainable livelihood approach (SLA) is integrated.

The *main partner* of Helvetas Ethiopia is the (local) government followed by service providers / capacity builders, civil society organizations, private sectors, national and international development actors.

Helvetas Ethiopia's *target groups* are the rural and peri-urban population, disadvantaged and marginalized communities and households.

Helvetas' engagement in Ethiopia concentrates on the *regions* of Tigray and Amhara for the foreseeable future. The geographic concentration in the regional offices will be in Mekelle, Dessie and the Country Programme Office (CPO) in Addis Ababa.

Helvetas is engaged in efforts to promote and support *knowledge-sharing (KS)* and learning in all of its activities since it is of critical importance to development activities. The KS strategy will emphasize more focus on knowledge-sharing and learning internally, with a gradually increasing proportion of KS activities directed to Helvetas and partners.

The project framework will be *gender-sensitive*. Women's participation will be promoted at the planning, implementation, and monitoring and evaluation stages of each project. The other transversal themes that will flow through all programmes are environment and climate, HIV / AIDS and the "do no harm" approach.

The *organisational structure* broadly reflects Helvetas' strategy to optimise its programme capabilities. The Helvetas Ethiopia CPO (CPO) is equipped with operational, decision-making and managerial competence that delivers a fast and adequate response to local developments and opportunities with a clear division of responsibilities. This places the focus on strategic plus programmatic guidance at Head-Office (Switzerland) level plus implementation and management tasks at CPO level.

Helvetas Ethiopia intends to steadily *enlarge the partnership base* in all groups, with the main focus on Donors, NGOs and International Organizations to contribute to the overall goal. The strategic, thematic and geographic orientation of the programme depends on the context analysis, Helvetas-specific experiences in-country, potentials and PASDEP - Ethiopia's guiding strategic framework for the five-year period 2005/6-2009/10.

In order to adjust and develop innovative project work in the changing context, and to develop and consolidate current and new strategic partnerships with a regional (Tigray / Amhara) focus, the Helvetas Ethiopia Programme will implement step-wise a new *project acquisition strategy*. This will be based on the knowledge, expertise, and experience gained by Helvetas in other developing countries and in Ethiopia.

The medium-term **financial target** is a CHF 3.0 – 3.5 Million annual budgets (including overheads for the Head Office) by 2013. This will be achieved by:

1. A gradual increase of the yearly Helvetas Programme Credit budget from CHF 1.45 to 1.5 Million;
2. Ongoing and expected cooperation with established Helvetas partners (e.g. GoE, ERA, DFID, etc.); and,
3. New mandates.

The target is to complement Helvetas' own funds with an additional ca. CHF 1.5 – 2 Million annual contributions through strategic partnerships. Helvetas Ethiopia can count on important contributions by Swiss-based institutions (FERSTER Association, FEDEVACO, Infrassure, etc.) to achieve this target.

1. Introduction

The Helvetas Ethiopia Programme has become a decentralized operations and learning programme of Helvetas, committed and capable to contribute tangible results to empowerment, poverty alleviation, food security contributing to the MDGs (Millennium Development Goals) in Ethiopia.

This Country Programme Strategy (CPS) of Helvetas Ethiopia 2009 – 2013 is replacing the Helvetas Ethiopia Road Map 2006 – 2008. It aims at defining the working areas, thematic focus, geographic location, development objectives, the networks, partners, target groups and main strategies for the coming five years, in order to improve results and organizational performance.

Development processes in the aid context are complex ventures. The challenges ahead in Ethiopia (and in Africa in general) are huge. The world is fast-changing with new opportunities in technology, institutional arrangements and management. Efficient, sound and qualitative service-delivery merits full attention. Communication, dialogue and commitment from all sides will be needed to achieve the ambitious goal of further developing on the successful programme in Ethiopia.

2. Development Scenario in Ethiopia

2.1. Socio-economic & political situation

Located in the horn of Africa, Ethiopia is one of the oldest civilizations in the world with a history of independent statehood. The country has an area of 1.1 million square kilometres and an estimated total population (in 2008) of 79.2¹ million with diverse languages, cultures and topography. It is the second most populous country in Sub-Saharan Africa. Out of the total population of the country, 16.7% is urban and 83.3% is rural. The male and female proportions of the population are almost the same with a total number of 39.7 million (50.1%) males and 39.5 million (49.9%) females². With the annual growth rate of 2.7% and taking the existing demographic feature as constant the current population figure is estimated to reach 83 million in 2010, 94.5 million in 2015.³

Ethiopia is one of the poorest and most food-insecure countries in the world, with more than half of the population living on less than US\$ 2 per day, and a per capita GDP of USD \$200 (much less than the average for the countries of Sub-Saharan Africa). According to the 2005 Household Income, Consumption and Expenditure (HICE) Survey by the Central Statistical Authority (CSA), 38.7% of the 2005 population of 73 million live below the poverty line, with poverty concentrated in rural areas, where 85% of the population live.⁴

The Ethiopian economy is highly dependent on agriculture, which is fragmented and dominated by smallholder farming and low-productivity. An estimated 85% of the population gain their livelihoods directly or indirectly from agricultural production. All land is owned by the state, although farmers have user rights which can be inherited. Soil erosion and degradation remains one of the most serious environmental issues affecting the country, particularly in the North and Central Highlands.⁵

After a real GDP decline of 3.5% in 2002/03 as a result of the poor performance of the agricultural sector related to a severe drought, has shown a strong and steady growth over the economy. According to the National Bank of Ethiopia, real GDP growth in 2006/07 stood at 11.4 percent, with the agriculture, industry and service sectors registering increases of 9.4%, 11.0% and 13.5% respectively⁶. Favourable weather conditions coupled with expanding governmental programs in infrastructure, rural development and poverty alleviation as well as booming urban construction

¹ Central Statistical Authority, National Statistics, July 2008.

² *ibid*

³ MOFED, Ethiopia Population Images 2006, April 2007.

⁴ CSA, HICE Survey, 2005

⁵ EU Joint Diagnosis of Ethiopia, June 2007.

⁶ The Ethiopian Herald, 28 May 2008

projects are cited as the major reasons for the expansion. Sustainability of this high rate of economic growth, however, remains a question given the potential incidence of bad weather conditions.

Coinciding with the past 4 years of increased harvests, consumer prices have started to climb steadily, reaching the inflation rate of 18.4% in December 2007⁷, and 5 percentage points above the previous year's level. It is evident that current inflation is not caused by drought-induced shocks on agricultural output, as in the past, but it may be considered as the result of several new determinants that have an impact on the effective demand and supply in the country.

The 2007 Human Development Report of UNDP (based on 2005 data) ranked Ethiopia 169th in the human development index out of 177 countries.⁸ Average life expectancy in 2005 was 43 years and, it is falling due to HIV/AIDS. Infant and child mortality and child malnutrition rates are still among the highest in the world⁹, although there have been reductions recently reported¹⁰. Progress in this regard is mainly associated with improved nutrition and immunization programs. However, the HIV/AIDS epidemic still constitutes a threat to poverty reduction in Ethiopia¹¹. The national estimate of adult HIV prevalence is 2.1% in 2007. Relatively, higher prevalence is seen among females (2.6%) than males (1.7%), and in urban areas (7.7%) than in the rural (0.9%)¹².

Access to **clean water and adequate sanitation** is vital for improved health and general wellbeing. According to the Welfare Monitoring Survey (2005), about 75% of households in rural areas still have no access to clean drinking water. In urban areas, only 8% of households have to use unsafe water¹³.

Major strides in the education sector over the past five years included an increase in the gross enrolment ratio from 57% in 2000/01 to 85% in 2005/06¹⁴. But the fast expansion in enrolment continues to have a negative impact on educational quality. The adult illiteracy rate in the country is also one of the highest in the world (64.1% for 2004)¹⁵.

Although there are improvements in **women's participation**, and in constitutional and legal provisions concerning their rights and equality, generally women are still largely absent from leadership and decision-making positions.¹⁶

Ethiopia's **transport system** is one of the least adequate in the world. With mountainous terrain and a very low density of road network, most communities in Ethiopia remain isolated and have to bear extremely high transport costs. This constrains economic development as well as the delivery of poverty reduction services.¹⁷

Ethiopia's roads carry around 95% of the country's passenger and freight traffic and are the only form of access to most rural communities. Despite considerable efforts to expand the road network over the past few decades, the country still has one of the lowest road densities in Africa. At 33.6 km of road per 1,000 sq. km in 2005 - although an improvement on 1997 when it was 24 km per 1,000 sq. km - the density is still significantly below the average of 50 km per 1000 sq. km for Africa. In reality, 70 % of the rural population still live and work more than half a day's walk from all-weather roads, and a large majority still have no access to conventional modern transport services, having to rely on traditional modes of transport¹⁸.

Decentralization and Democratic Governance

⁷ CSA, Country and Regional Level Consumer Price Indices, October 2007.

⁸ UNDP, Human Development Report 2007/08 – Country Fact Sheet – Ethiopia.

⁹ www.mapsofworld.com/infant-mortality-rate-map.htm

¹⁰ Ethiopia Demographic and Health Survey 2005

¹¹ EU, Joint Diagnosis of Ethiopia, June 2007

¹² FDRE. Report on Progress towards Implementation of the UN Declaration of Commitment on HIV/AIDS, Addis Ababa, March 2008.

¹³ MOFED, Welfare Monitoring Survey, 2005.

¹⁴ MOFED, Ethiopia Population Images - 2006, April 2007 (page 21).

¹⁵ UNDP, Human Development Report 2007/08 – Country Fact Sheet – Ethiopia.

¹⁶ UNDP (2002), AGF-V, Local Governance for Poverty Reduction in Africa - Country Paper Ethiopia

¹⁷ FDRE, National Transport Master Plan Draft, September 2007.

¹⁸ Ibid

On the basis of the Ethiopian Constitution of 1994, the Ethiopian Government has taken important measures to decentralize the government and restructure it in line with the principle of a federal system of governance. The country is divided into nine regional states and two special city administrations while the regional states are further subdivided into *Zones*, which in turn are divided into *Woredas*. The Federal Government has given considerable emphasis to decentralization and empowerment as a strategic move towards poverty reduction in the country. This involves deepening and broadening of the decentralization process in *Woredas*, as the centre of socio-economic development. The strategy includes ensuring the *Woredas* their autonomy with adequate provision of resources through direct block grants. But much remains to be done considering the existing capacity limitations prevalent among the *Woredas*.

2.2. Policy Framework

PASDEP (Plan for Accelerated and Sustained Development to End Poverty) is Ethiopia's guiding strategic framework for the five-year period 2005/6-2009/10. It carries forward important strategic directions pursued under the first poverty reduction program - the Sustainable Development and Poverty Reduction Program (SDPRP, from 2000/01 to 2003/04) - related to infrastructure human development, rural development, food security, capacity-building and embodying some bold new directions foremost focusing on economic growth and a scaling-up of efforts to achieve MDGs, including: (i) Putting stronger emphasis on poverty reduction through growth acceleration, particularly by accelerating market-based agricultural development and strengthening social sector service delivery; (ii) Embracing the private sector, encouraging export growth and reducing the country's infrastructure gap; Pursuing the urban agenda and rural-urban linkages; (iv) Strengthening human resource development and decisively reducing high population growth; (v) Unleashing the productive potential of Ethiopia's women; (vi) Arresting environmental degradation and (vii) Strengthening economic and democratic governance.¹⁹

Agriculture and Food Security

Since the early 1990s, to pursue agricultural growth, the government has adopted the Agricultural Development Led Industrialization (ADLI) policy that primarily focused on the intensification of production systems. After the initial approaches of market liberalization and public investments to promote the adoption of new technologies (improved seeds and fertilizers), the current agricultural policy is still based on the ADLI framework. But within the context of PASDEP, it shows a shift in strategy towards more market-oriented agriculture, either at national or international level, and the promotion of private investments.

As reported in the PASDEP, the main instruments to achieve these objectives are: (i) the construction of farm-to-market roads; (ii) the development of agricultural credit markets, (iii) the improvement of specialized extension services; (iv) the promotion of specialized export crops (such as spices, cut flowers, fruits and vegetables); (v) the increase of irrigated area through multi-purpose dams; (vi) the adoption of measures to improve land tenure security and (vii) the introduction of reforms to improve the availability of fertilizers and seeds. In order to bring the best results, the selection of agricultural-development instruments takes into consideration the high variability of Ethiopian agro-ecological zones.

The government has developed a federal Food Security Programme (FSP) within the framework of the wider PASDEP. The FSP seeks to ensure food security for 5 million chronically insecure people and for 10 million who are negatively affected by food shortages in drought years. The programme rests on three pillars: (i) increasing food availability through domestic production; (ii) ensuring access to food for food-deficit households; and (iii) strengthening emergency response capacity. It has two underlying principles: (i) a reliance on helping farmers to use their own resources to overcome food insecurity, both through agricultural improvements and diversification of off-farm income sources; and (ii) a shift away from reliance on foreign food aid.

¹⁹ MOFED, Plan for Accelerated and Sustained Development to End Poverty (2005/05-09/10), September 2006.

In January 2005, in collaboration with a pool of donor partners, the Government of Ethiopia (GoE) has launched the Productive Safety Net Programme (PSNP) as the main component of the Food Security Programme for assisting initially about five million chronically food-insecure people in rural areas. The PSNP represented a significant transformation of the government's food security policy, moving away from responding to chronic hunger through short-term solutions such as emergency appeals and food aid delivery towards a more articulated development-oriented plan to address the underlying causes of household food insecurity. PSNP's objectives are to reduce household vulnerability, improve household and community resilience to shocks and break the cycle of dependence on food aid. The key goal is to enable chronically food insecure household to acquire sufficient assets and income in order to "graduate" out of food insecurity.

Private Sector Development

GoE recognizes the importance of the private sector for the overall development of Ethiopia. ADLI, besides its strong focus on agricultural growth, also aims at strengthening private sector growth and industrial development as a means of achieving off-farm employment and output growth. Under PASDEP, more emphasis is given to the improvement of the business climate, greater commercialization of agriculture and private sector development.

PASDEP emphasizes on improving the ability of the public sector to deliver quality and effective services to the private sector. There is also an acute need for greater private sector involvement and private investment to replace public capital. This requires a more enabling business environment, including reforms in the regulatory structures.

The privatization of state-owned enterprises started since 1995/96 but been slow in progress, and although there are improvements over the past few years, the private sector has not yet reached its full potential. Another major bottleneck for the development of the private sector, especially for SMEs, is the difficulty in accessing financial services. Microfinance is considered a key component in Ethiopia's poverty-reduction strategy and is promoted as an essential instrument in rural development strategy to encourage private sector development.

The National Transport Sector Strategy and Master Plan

Over the past few years, a National Transport Sector Strategy (NTSS) was developed to build a policy framework for delivering efficient and cost-effective transport systems. Following the strategy, a National Transport Master Plan which included a 20-year action plan (2007-2027) and a prioritized investment programme for the transport sector as a whole, consistent with the NTSS which will provide the framework for financing the future development of the transport sector have been drafted.

The NTSS mainly focuses on the development of a national transport network, enhancement of accessibility/mobility for rural communities and putting in place efficiency and safety measures in the transport mode which is also low-cost and environment-friendly. The rural accessibility and mobility component is specifically designed to achieve the following, by the end of the 20 year planning period (2027) or earlier thereafter:

- Strengthened regional and Woreda capabilities to help develop and maintain rural road networks, with a maximum amount of community participation at Kebele level.
- A rural access development and research capability able to introduce modern methods of low-cost, sustainable, access road construction.
- A high level of urban and rural mobility and strong rural-urban linkages.

2.3. Development challenges in Tigray and Amhara Regional States

Tigray Region

Tigray is one of the nine regional states in Ethiopia situated in the Northern part of the country covering an area of approximately 50,078.64 km² (CSA, 2005)²⁰. The region consists of 5

²⁰ CSA, 2005. Statistical Abstract. FDRE. Addis Ababa, Ethiopia.

administrative zones and 34 *Woredas*. Each *Woreda* is subdivided into *Tabias (Kebeles)*, each of which consists of up to 1500 households. A prominent feature of the topography of the region is its rugged landscape. It has mountain chains, flat-topped plateau, deep gorges, river valleys, and rolling plains with an altitude ranging from 1500 up to 3000 meters above sea level.

Tigray has an estimated total population of 4,334,996, consisting of 2,136,000 men and 2,198,996 women. 3,519,000 or 81.2% of the population are estimated to be rural inhabitants, while 816,000 or 18.8% are urban (CSA, 2005). The majority of the people are dependent on subsistence agriculture with an average land size of 1.5 hectare per household. It is reported that only 25 % of the rural community are food secured and about 61% of the total population live under absolute poverty (MOWR, 2004)²¹.

The mean annual rainfall of the region varies from less than 200 mm in the extreme east on the border of the Afar depression to over 1600 mm in the western highlands of the region. The main rainy season in the region is between June and September. The length of the main growing period varies from more than 120 days in the west to about 90 days along the boundary with the Afar region. Rainfall is often erratic in the region. There are variations in the onset timing and distributions of rainfalls which have adverse impacts on food production. The variability of annual rainfall is 20% in Western part to 40% in Eastern part.

Drought is a common feature in the region. The recurrence interval of drought in the country and the region in particular was at least once in every ten years in the past, but as of the last few years, it has become two or three years with different level of intensity. The annual potential evapo-transpiration in the area is greater than the annual precipitation, indicating the aridity or semi aridity of the region. Thus, the high rainfall variability coupled with the high evapo-transpiration rate increases the vulnerability of the region to low crop productivity or even crop failure.

The contribution of agriculture to the regional GDP is 57%, of which the contribution of crop, livestock and forestry is 36%, 17% and 4%, respectively. Major crops as a percentage of the area covered are sorghum (26%), Teff (16%), barley (12%), finger millet (11%), wheat (9%), and maize (7%). The remaining balance is covered by pulses. (Girmay, 2006 and reference therein)²².

Except for sorghum, the yield of the other cereals is lower in Tigray compared to other parts of the country. The major factor responsible for such low yield is moisture deficiency, which is caused by shortage and high temporal and spatial variability of rainfall. Another possible factor for the prevailing moisture deficiency in the region is the reduction of the water holding capacity of the soil attributed to erosion and compaction.

There are only few perennial streams in the region. However, most dry creeks convey a large amount of runoff for a considerable time during the rain season. Thus, the total annual volume of surface water available in the region is *roughly in the order of 4.2 billion m³*. According to many reports, the removal of vegetative cover from the land scape of the region has led to accelerated soil erosion and severe decrease in the amount of water available to refill the aquifers.

Despite the improvements in recent years, currently about 44% of the rural people lack access to safe water and are using unprotected springs, streams, unlined wells, rivers and ponds as drinking water sources.

Soil and water conservation activities are implemented extensively on arable and non arable lands in the region. However, the efforts being made are not commensurate with the demand and thus, the rain fed agriculture is highly vulnerable to prolonged dry spells.

²¹ MOWR, 2004. Rural Water Supply and Sanitation Program: Regional Implementation Guidelines: Tigray Region. FDRE. Addis Ababa, Ethiopia.

²² Girmay Tesfay. 2006. Agriculture, Resource Management and Institutions: A Socioeconomic analysis of Households in Tigray, Ethiopia. PhD Thesis, Wageningen University.

Due to many centuries of unsustainable land management practices, much of the rainfall is transformed into runoff. This is not only an indication of ineffectiveness of rainwater but also land degradation due to erosion and surface sealing. The prevailing high runoff rate is noted to cause severe erosion, which is explained in terms of reduction of soil depth and consequently reduction of water holding capacity of the soil. Another adverse environmental effect of high runoff rate is the sealing of the surface soil, which in turn promotes further the runoff rate.

Though rainfall is erratic and consequently unfavorable to crop production, there is ample amount of rainwater in the region. The challenge lies on how to effectively retain and utilize it.

Amhara Region

The Amhara Regional State is the third largest state, with an estimated area of 157,076.74 square km, located in the northwestern part of Ethiopia. It is bounded by the Afra, Benshangul Gumuz, Oromiya and Tigray regions in the east, southwest, south and north respectively, and Sudan in the northwest. Topographically, the Amhara Region is divided into highlands- the amazing Semien Mountains in the north and massive mountain ranges in the east and west, and lowlands- in the north western including the low lying Nile Basin.

In 2000, 42 per cent of the population did not have access to sufficient food (absolute food poverty index), and the per capita expenditure during the same period was Birr1088 (US132.36). Over 90 per cent of the population live in the rural areas and live off subsistence farming and raising livestock (the region has the second largest number of cattle in the country).

The high plateaus of the region have been tremendously affected by uncontrolled population growth through out the ages. In this region, land degradation is becoming an acute problem. Population pressures and inappropriate subsistence farming practices contribute to soil impoverishment and erosion, rampant deforestation, overgrazing of common lands and misuse of agrochemicals. Amhara Region had the highest rates of child marriage in the country.

At present the region is divided into one special woreda, Argoba, and 10 administrative zones namely Wag Himra, North Wollo, North Gondar, South Gondar, South Wollo, North Shoa, Oromiya, East Gojam, West Gojam and Awi. These zones are divided into 128 woredas, 22 city administrations and 3,232 kebeles (www.amharabofed.gov.et).

The Woredas (Districts) are the key actors in the local government system (both politically and administratively) while the Kebeles form the smallest political and administrative units. Both the Woredas and Kebeles have elected councils and are otherwise a mirror image of the regional structure, except that in the Kebeles they have social courts. The Regional Government has formally devolved decision making authority and control over resources to the Woreda level in order to promote democratic decentralisation and get the government closer to the people. It has also set up the government structures that support the decentralization process in respect of planning and budgeting and financial management. But due to capacity limitations, the decentralization structures at the local level are not fully executing their legal roles and responsibilities.

3. Helvetas Experiences in Ethiopia

3.1. History of Engagements

In 1976, Helvetas launched its first support projects in Ethiopia in the field of agricultural vocational training (at Jari) and extension training for regional farmer associations (at Tisabalima, Wuchale), both in South Wollo. Due to fighting in the region and the destruction of the project infrastructure, escalating in August 1983, Helvetas was forced to close its programme in Ethiopia.

A team from Helvetas HO undertook a situational evaluation of the country in 2002 for possible re-engagement of Helvetas Ethiopia and established the presence of conditions conducive for sustainable development, upon the basis of which the Board of Helvetas decided to re-engage its cooperation programme with Ethiopia. This decision was based on the findings of an internal project evaluation mission conducted in March 2002, which identified ESRDF (Ethiopian Social Rehabilitation

and Development Fund) and Integrated Bio-farm Enterprise (IBE) as partners and developed an interim program (2002 - 2004) with the goal of contributing to food security and rural development by strengthening community-based self-help initiatives and the capacities of partners to deliver the required services. The history of Helvetas' re-engagement in Ethiopia is characterised by two important phases of the program development as described below.

Phase I: The Earlier Years (2003 - 2005)

During the earlier years of Helvetas' re-engagement; the program priorities, approaches and strategies were guided by the "Programme Strategy" document approved by Helvetas Board as a basis for re-engagement of Helvetas in Ethiopia. The focus of the country program was to better understand the development context of the country through learning by doing, concentrating on a few selected *Woredas*, understanding potentials and bottlenecks of new technologies and approaches through knowledge-sharing with other agencies, and provision of institutional support to two partners (ESRDF and IBE) with the following objectives:

- Add value to the agricultural sector, mainly in the fields of promoting appropriate technologies, processing and marketing and promotion of farmer organizations;
- Improve the food security in the *Woredas* of concentration and contribute to the know-how of food security in rural Ethiopia;
- Strengthen the educational system and learning culture mainly in the fields of practical knowledge linked with natural resources management;
- Support ESRDF in implementing integrated rural development projects focusing on food security and provision of rural infrastructure such as water systems and schools in the *Woredas* of Ambasel and Tehuludere *Woredas* of South Wollo zone; and
- Support the Integrated Bio-farming Enterprise in the scaling up and further development of "Bio-farm" model, with focus on the *Woreda* of Sagure (Arsi Zone).

Under the cooperation with ESRDF on community-based interventions in Ambasel and Tehuludere *Woredas*, Helvetas has helped the implementation of 21 schemes/projects focusing on health, education, water and NRM sectors with an outlay of more than 8.5 million Birr during 2002 to end of 2005. The cooperation with ESRDF came to an end with the official winding up its programs at the end of 2005.

Under the cooperation with Integrated Bio-Farming Enterprise (IBE), Helvetas supported the training of 4,318 farmers in 2003 - 05 and the institutional and management strengthening of the IBE with an outlay of Birr 2.8 million.

Parallel to the above program activities; the processes of legally registering Helvetas in Ethiopia, the signing of operational agreements with DPPA, opening the CPO, recruitment of essential staffs, the development and further elaboration of the country program was carried out successfully.

Phase-II: 2006 - 2008 (Road map)

As per mid-2005, the Helvetas Ethiopia program began its third year of operation. The Helvetas Ethiopia programme became a decentralized operations and learning programme of Helvetas, committed and capable to contribute tangible results to empowerment, poverty alleviation, food security and achievements of the MDG (Millennium Development Goals) in Ethiopia.

Helvetas Ethiopia developed the second country strategy document, Road Map 2006 - 08, with the aim of defining the direction, resources and main strategies in order to improve results and performance. This Road Map 2006-08 defined the mission, values and strategies of the country programme with several programme specific goals related to operation, acquisitions, staff and partners. Helvetas has allocated more than ETB 60,000,000 (sixty million) for implementation of different project activities focusing on the promotion and development of the cactus programme, *Woreda* Good Governance Support, promotion of Bio-farming, promotion and development of Pedestrian Trailbridge technologies, Knowledge Management and Networking and Partnership development.

Helvetas Ethiopia believes that its future organizational survival depends on its ability to learn, apply learning to alert behaviours and bring about sustainable impacts. This emanates from its strong conviction that bringing sustainable impact in an unsustainable environment requires an ongoing regeneration of its life forces through learning, adaptation and leadership. It adopts a spiralling processes of action, reflection, learning, planning and new action that can be applied to the programs/organization as a whole.

Organizational sustainability depends on reputation, which in turn depends on producing social value in terms of relevance and improvement of quality of life of the poor. Stakeholders make ultimate judgments of Helvetas' achievements. The recognition of Helvetas' achievements in cactus promotion in Tigray by the regional and national stakeholder (with awards from the Prime Minister), the strong appreciation and support of Helvetas' engagement in the good governance support program in South Wollo and Helvetas' ability to forge unprecedented cooperation with the Ethiopian Roads Authority (ERA) in the promotion of TB technologies are live witnesses of Helvetas' achievements.

3.2. Working Areas and Projects

Programme Directorate

Programme Directorate	CROSS-CUTTING: Support to all projects
<p>Project Description: The Helvetas main office is located in Addis Ababa and provides technical, logistical and administrative support to the overall program and to two regional offices in Mekelle (Tigray Region) and Dessie (Amhara Region). The program directorate assumes overall responsibility on all Helvetas projects operating in the country.</p> <p>The main tasks of the program directorate are:</p> <ul style="list-style-type: none"> • Program steering, coordination and supervision of planning, monitoring and reporting of the different projects; • Knowledge management between projects and programs; • Documentation of lessons learned and best practices for further dissemination; • Coordination and information exchange with governmental agencies and other donors working in the field of natural resources management, decentralization and governance and transportation; • Acquisition and fund raising; • Documentation of activities (Documentaries, leaflets, up-dated web page, etc.); and • Conceptual and strategic development of overall country strategy and sectoral strategies. 	

Working Area 1: Infrastructure in Rural Areas (RI)

Positioning Infrastructure: Nearly 80% the population of Ethiopia lives away from vehicle roads, they travel by foot on narrow trails, which often cross rivers - small and large ones. River crossing during the rainy season is often impossible for pedestrians. PASDEP aims at reducing travel time to main roads to the point where the majority of rural population are eventually within an hours walk from a main road. This will be accomplished both by building new main roads (through federal projects) and improving the efficiency of the trail network.

Rural communities require other local infrastructures as public utilities (e.g. school, health post, etc.) or water schemes for productive purpose.

Projects in the working area:

AE34 Trailbridges Technology Promotion	Relevance with MDG: 1,2,3,4,5,8
<p>Project description: The pedestrian trailbridge is the most cost-effective technology for pedestrians and donkey-based transport worldwide. In mountainous Ethiopia, pedestrian</p>	

trailbridges contribute to rural mobility and access of rural communities to education, health and markets. Helvetas Ethiopia has started to build suspended pedestrian bridges in various rural areas of the country. The project aims at improving the technical and organizational capacity of Regional Rural Road Authorities (RRAs) so that they can apply and maintain pedestrian trailbridge technologies. A second focus is on integrating the private sector and civil society members into the trailbridges construction program.

The project AE 34, trailbridges technology promotion, covers the Helvetas part towards the establishment of a nation wide trailbridge program (AE37, mandate).

AE37 Trailbridges Capacity Building

Project description: The trailbridge capacity building program will be implemented and institutionalized into ERA and RRAs through scaling up of the trailbridge knowledge, quality assurance and implementation skill of <HET> and <HNEP>. This project will be implemented in a way that will contribute to the improvement of rural travel and transport sub-sector system of Ethiopia. The overall trailbridge program will be institutionalized and managed by the relevant local roads authorities through participation and ownership of local communities. Helvetas will play a leading role during the start up phase (2008 – 2011).

AE05 New Initiative Development

Relevance with MDG: 1,2,3,4,5,8

Project description: New project ideas are identified and further developed in direct relation to current projects, areas of interventions and within the frame of Helvetas IP Strategy and Helvetas core competences.

The main activities include identifying strategic demand in rural communities and defining entry points for pilot and later project interventions.

Working Area 2: Sustainable Management of Natural Resources

Positioning Natural resources Management (NRM): In Ethiopia, food security and livelihoods are threatened by the continuous exploitation of natural resources such as soil, water and forests. The intense pressures of human activity, backward farming and management practices seriously threaten the sustainability of the natural resources and the ecological balance. The consequences of this exploitation are deforestation and soil erosion. Besides, intensive cultivation, overgrazing, deforestation and soil erosion often interact with one another resulting in a reinforced cycle of poverty, food insecurity and the degradation of natural resources. Lack of income by selling surpluses with reasonable profit constitutes a key challenge in the agricultural sector. Helvetas' assumption is that the vicious cycle (rural poverty-deterioration of natural capital-increased poverty) can be interrupted on one side through practical training to farmers and on the other side through developing new or existing value and market chains reaching as much as possible consumers or retail buyers locally, nationally or even globally. Helvetas has started its engagement in these areas since 2004.

Projects in the working area:

AE33 Cactus Initiative Tigray

Relevance with MDG: 1,3,7

Project description: This project provides technical assistance in knowledge management and institutional development to CPPI (Cactus Production and Processing Initiative) stakeholders involved in cactus production, processing and marketing. Helvetas acts as a secretariat of the CPPI stakeholders and facilitates co-operation between the stakeholders. The second phase started in 2007 with the goal of establishing cactus as a decisive socio-economic crop in Tigray.

The three purposes of the second phase 2007 - 2009 are:

- To empower households to exploit the multipurpose use of cactus for improved income, food security and environmental rehabilitation.

- To enhance cactus-based product value chains to increase access to local, national, and export markets.
- To capacitate institutions of the stakeholders.

Working Area 3: Civil Society and State

Positioning Civil Society and State: Due to the historical and political events of the last 50 years and more, the relationship between various civil organizations and citizens of Ethiopia with the federal state and the respective regional states are very complex. The unity and integrity of the state cannot be safeguarded by voluntary actions of its societies and ethnic groups (more than 80) alone. Coercion is still exercised in order to keep this huge federal state of 80 million people united. Little effort has been made to reconcile civil society members with the state authorities since the overthrow of the Derg regime in 1991.

One requirement for development to happen consists the fact that the members of the society trust the authority and believe that basic rights are guaranteed so as to build their social, economic and political actions. The 2005 elections have been a test and the impact on state-civil society relationship can be summarized as having increased the expectations as well as the tensions.

Empowering local institutions and individuals, both within and outside government structures, through various interventions is one of the most promising things Helvetas Ethiopia can do in order to contribute to sustainable development and the successful reduction of poverty.

Decentralization is important for local governance, even though financial and technical inputs are limited. During the last years, for the first time, most districts received substantially more capital from their regions. Good governance approaches are promoted by the donors and have started to be implemented by the government. Through increased participation by citizens and increased accountability and transparency, more responsive and effective public service delivery should lead to increased socio-economic development. The South Wollo Woreda Good Governance Support Program develops practical tools and insights on how to improve local good governance in order to increase well-being and promote sustainable development.

Helvetas Ethiopia applies a multi-stakeholder approach and facilitates trust building and co-operation between (local) government agencies, communities and the private sector. Helvetas Ethiopia concentrates on demand-based activities.

Projects in the working area:

AE30 Woreda Governance Support Project	Relevance with MDG: 1,2,3,4,5,6,7,8
<p>Project description: The project aims at promoting good local governance as a motor for development and poverty reduction in selected districts (Woredas) of South Wollo zone. The specific objectives are to:</p> <ul style="list-style-type: none"> • Improve accountability, transparency, and responsiveness of local government units, the efficiency and delivery of basic social services. • Empower citizens and civil society entities for greater participation in participatory district planning within the overall decentralization process. • Build trust and partnership between local government, civil society entities and the private sector for good local governance and development. 	

AE32 Knowledge Networking with Civil Society	Relevance with MDG: 3,8
<p>Project description: A significant number of civil society organizations in Ethiopia, including those partnering with Helvetas Ethiopia, are facing numerous challenges that have a negative impact on their work. Many lack organizational and management capacity, and there is inadequate collaboration and information sharing amongst them.</p>	

3.3. Lessons Learned

The main lessons of Helvetas Ethiopia are summarized and listed below:

Domain	Lessons learned
Working Areas	<ul style="list-style-type: none"> The most relevant working areas in the context of Ethiopia are NRM and CS&S in relation to Rural Infrastructure Development.
Partner & Partnership	<ul style="list-style-type: none"> Our Success and failure depends very much on the strength and commitment of our partners. While the role of government in development is highly acknowledged and it is also important to maintain a good balance in the mix of partners reaching out to CSOs and the private sector. Partnership development should be based on its strategic contribution to the development objectives and overall impact of our interventions. We should not takeover or substitute the roles of our partners.
Geographical emphasis	<ul style="list-style-type: none"> For a bigger impact and efficient use of own resources to concentrate into the existing intervention areas is crucial.
Monitoring & Evaluation	<ul style="list-style-type: none"> All monitoring and evaluation systems have to be based on outcomes. Monitoring and evaluation efforts should well be integrated into all project works with emphasis on enhancing learning.
Acquisitions	<ul style="list-style-type: none"> We are highly reliant on H.O. funding sources and not done much on local acquisition. Getting to know better the donor environment and building own resource mobilization capacity is crucial.
Local government South Wollo	<ul style="list-style-type: none"> Applying good governance principles remain to be crucial for strengthening the decentralization process, but it is also very complex and challenging. In the application of the approach and implementation we should always be clear of our roles while partners assume theirs.
NRM and Bio-farming	<ul style="list-style-type: none"> Integrated bio-farming is remains to be highly relevant to the farming system of Ethiopia, but its practical application is weak.
CPPI-Cactus	<ul style="list-style-type: none"> Our work both at regional level while maintaining grass root level interventions has contributed to policy influence for promotion of cactus.
Trailbridge	<ul style="list-style-type: none"> The trailbridge technology is very relevant to rural mobility and access to public services. South-to-south collaboration is an innovative way for transfer of trailbridge technology and learning. It also provides dynamism that is inherent in multi-cultural working environment.
Capacity Building	<ul style="list-style-type: none"> Building capacity is one of our main roles but we need to our own competency in the filed, i.e. "Capacity for Capacity Building".
Programme Management	<ul style="list-style-type: none"> Maintaining lean and decentralised structure is crucial for effective communication and timely decision making, but strategic guidance and support to the regional offices remains to be an important task of the CPO.

4. Programme Orientation

4.1. Thematic Focus

The thematic choices are based on the context of Ethiopia, the declared development needs as well as Helvetas specific experiences and potentials. The following themes are the three working areas of Helvetas Ethiopia:

1. Natural Resource Management (NRM)
2. Rural Infrastructure (RI)
3. Civil Society and State (CSS)

The Helvetas engagement in Ethiopia concentrates in Tigray and Amhara regions for the next five years of operation. The first phase of the project will start to work in four regions only (Tigray, Amhara, Southern Region and Gambella).

Natural Resource Management (NRM)

As food security and livelihoods continue to be threatened by exploitation of natural resources and as the agricultural sector is still facing numerous challenges, the NRM sector remains a top priority need in Ethiopia.

Outlook: Helvetas pursues its goal of rural livelihood improvement by focusing on three main areas of intervention.

1. Sustainable management of natural resources
2. Income generation through value chain facilitation
3. Linking to and / or strengthening of financial and non-financial service providers.

A common feature of all three intervention areas is that Helvetas strives to have a broad impact through policy dialogue, the communication of development results and active knowledge sharing.

Livelihood improvements first of all depend on food security and increasing the local communities' resilience to cope with shocks. It is moreover in their own – but also the global – interest that natural resources are conserved and managed.

The NRM working area, cactus and bio-farming, will be further developed, mainly in Tigray, based on the experiences made by the cactus promotion approach. Organic farming, watershed management and support to extension system will be integrated as NRM-wide approaches

Rural Infrastructure (RI): Rural communities still have many unsatisfied needs with regards to infrastructure development. Rural connectivity, public utility structures such as schools, health institutions, water schemes, etc are still needed by communities across the country. These are all focus areas of PASDEP the national development strategy which aims at reducing travel-time of communities and making accessible basic social services to them. Communities are ready to contribute substantially to the construction of community-based facilities. Quality design and construction services and reliable external material need to be made available and accessible in rural areas.

Outlook: The RI working area focuses on trailbridge technology promotion, trailbridge capacity building as well as new initiatives which will focus both in the Tigray and Amhara region.

Civil Society and State (CS&S): Empowering local institutions and individuals, both within and outside government structures, through various interventions is one of the most essential things to be done in order to contribute to sustainable development and the successful reduction of poverty. Strengthening the decentralization process is important for local good governance, even when financial and technical inputs are limited. Through increased participation by citizens and increased accountability and transparency, more responsive and effective public service delivery should lead to increased socio-economic development.

Outlook: Helvetas focuses on developing the *Woreda* governance support project that is under implementation in two *Woredas* in South Wollo. Best experiences and lessons drawn from the two *Woredas* will be consolidated and further be scaled up to other *Woredas* in the Amhara region. The project aims to promote good local governance as a catalyst for development and poverty reduction.

On the other hand a new partnership will also be established with umbrella CSOs in Ethiopia to make strategic support to CSOs in the country for a bigger impact and avoidance of replication of work.

Accordingly, a project-based collaboration will be started from 2009 onwards with Christian Relief and Development Association (CRDA) – the biggest umbrella NGO in the country. Networking amongst CSOs will be promoted through establishment and strengthening of various thematic forums of CSOs that will serve as platforms to address collective interests and issues of common concern. Such forums include but not limited to: Good Governance Forum, Rural Development Forum, Gender Forum, etc. In addition to exchange of experiences and best practices, and collective voicing on issues of common interest, the support would also help the fora to expand their membership base.

Thematic focus in relation with geographical interventions:

Thematic Focus	Region		
	Tigray	Amhara	Others
Natural Resource Management (NRM)	++		
Rural Infrastructure (RI)	++	++	++
Civil Society and State (CS&S)		++	+

The following table summarises the thematic focus and outlook for each themes.

<HET> working areas	Existing projects at present	Future development
Rural Infrastructure (RI)	AE34 Trailbridge Unit Development (P)	Development of HET trailbridge unit
	AE37 Trailbridge Capacity Building (M)	Scaling up of trailbridge programme

Natural Resources Management (NRM)	AE33 Cactus Initiative Tigray (P)	Continuation, expansion to NRM project (livelihood systems, water resource management, bio-farm systems, etc.)
	AE05 New Initiatives Development (P)	Development of new project initiatives, pilot activities etc. build up on existing projects and experiences
Civil Society and State (CS&S)	AE30 Woreda Governance Support (P)	Capacity building at Woreda level, community participation at Kebele level, strengthening private sector, regional approach
	AE32 CSO Support Project (P)	Strengthening CSOs, through support to the umbrella organisation CRDA

4.2. Role and Approach

The underlying logic of the Helvetas Ethiopia role and approach is based on the principles set out in the Paris Declaration on Aid Effectiveness.

Helvetas Ethiopia applies a multi-stakeholder approach and facilitates trust building and co-operation between (local) government agencies, communities and the private sector. Long-term capacity building of partners is at the core of this approach to sustain project activities beyond the project period.

The major roles and approaches of the present programme strategy are highlighted below:

- **People orientation**
- **Work through partners:** Wherever possible, Helvetas works through partners (from civil society, the private sector and the (local) state).
- **Capacity building:** Helvetas typically supports such partners through capacity-building (training, organisational and institutional development).
- **Advice and coaching:** Following the principles laid down in the Paris Declaration on Aid Effectiveness, Helvetas increasingly supports local actors (particularly local governments) in their development endeavours through advice and coaching rather than by implementing projects itself.
- **Facilitation and platforming:** Facilitation and platforming is one of Helvetas' main approaches.
- **Result orientation:** Helvetas strives in all its work for tangible results in terms of outputs (efficiency), outcomes (effectiveness) and impact.
- **Technically sound, qualitatively high:** In order to achieve results, Helvetas lays great importance on technically-sound interventions of high quality.

Paris Declaration on Aid Effectiveness:

- **Ownership**
- **Harmonization**
- **Alignment**
- **Results**
- **Mutual Accountability.**

Principles:

- **Development is not sustainable without local ownership and the alignment of aid to local priorities**
- **Capacity development is critical to increasing and exercising this ownership and alignment.**

- **Continuous learning:** Knowledge management for continuous learning is a central element in all Helvetas interventions.

The detailed role of Helvetas is specific to each project context (inclusive of *situation / partner / region / theme*) and is thus flexible. However, a solid set of **principles** apply for all contexts:

- Helvetas implements **practice-led and demand-led projects** (its own and those mandated) at grassroots level which also provides the basis for initiatives for structural and policy changes at higher level. Being strongly anchored at the base is the strength of the organisation.
- In its project work, Helvetas promotes the complementary collaboration between the different societal sectors – state, civil society and private sector (the '**multi-stakeholder approach**'). Helvetas promotes and facilitates multi-stakeholder processes with the aim to enhance participation, transparency, and the creation of partnerships and networks amongst the different stakeholders for improved dialogue and decision-making in all stages of project planning and implementation. This will also help create the conditions for confidence building and trust between different actors and serve as a mechanism for providing mutually acceptable solutions at project level.
- Helvetas is further strengthening its "**regional approach**". Policy dialogue with regional government based on solid experiences at local level and therefore serves for strategic decision making.
- Helvetas systematically strives to conduct its own as well as mandated projects in the frame of **harmonised development cooperation**. They may complement harmonised aid initiatives or directly form part of such initiatives. In these projects, Helvetas also may consciously reduce its orientation towards immediate grassroots work and assume a stronger coordination, coaching and facilitation role.
- Helvetas will ensure that projects being financed by the Programme Credit will strongly integrate **innovative elements** and will be partly or fully financed by donors after a specific time period (five years). Attention must be paid to the problem that the innovation request may contradict the above-mentioned fundraising demand to place more emphasis on the marketability of projects which rather entails traditional infrastructure project work.
- There will be a short term tactical response by Helvetas if natural disaster occurs in target communities.

4.3. Sustainable Livelihood Approach (SLA)

A livelihood comprises people, their capabilities and their means of living, including food, income and assets.

A livelihood is environmentally sustainable when it maintains or enhances the local assets in which livelihoods depend, and has net beneficial effects on other livelihoods. A livelihood is socially sustainable which can cope with and recover from stress and shocks and provide for future generations.

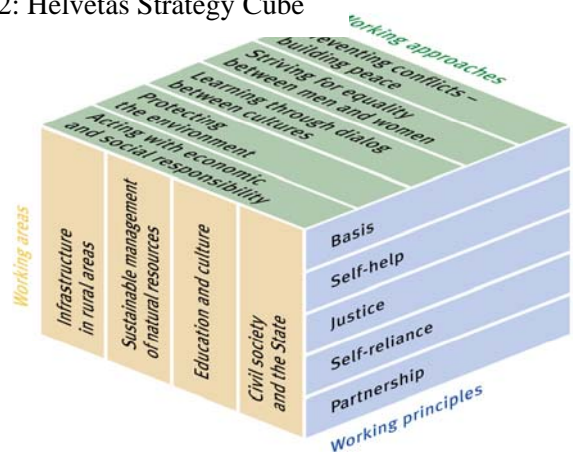
SLAs are centred on people and their livelihoods. They prioritize people's assets (tangible and intangible); their ability to withstand shocks (the vulnerability context); and policies and institutions that reflect marginalized people's priorities, rather than those of the elite. We believe that using a sustainable; livelihoods approach is a sensible and practical way of thinking about, planning and implementing our development interventions.

Our objectives of the SLA are:

1. **To more realistic understanding of our target people's livelihoods and the factors that shape them.**
2. **To support policy and institutional environment that supports the livelihoods of people.**

3. Support innovative development that builds on the strengths of marginalized people and provides them with opportunities to improve their livelihoods.

Figure 2: Helvetas Strategy Cube



4.4. Knowledge-Sharing

Helvetas is engaged in efforts to promote and support knowledge sharing and learning in all of its activities since they are of critical and increasing importance to development activity.

Methodologies associated with Knowledge Management (KM) and Knowledge Sharing (KS) are highly complementary to Helvetas working principles and approaches as they are most often geared toward participatory processes which promote increased knowledge sharing and use within organisations, networks, partnerships and societies.

The KS strategy will follow a path of continuing to focus more on knowledge sharing and learning internally, with a slowly increasing proportion of activity directed to work between Helvetas and its partners.

Thus, the KS strategy aims:

*“to create the conditions for **increased capacity** of Helvetas staff, organizational units and partners to learn, to share knowledge and to collaborate”.*

This increased capacity will contribute to **increased effectiveness** of the work Helvetas does and – of equal importance – to **increased adaptability** to a rapidly changing environment.

The revised Helvetas KS Strategy 2008 - 12 consists of four elements: Promoting a KS Culture, strengthening learning, informing ICT policy & practice, and playing a lead KS role in community.

Each KS strategy element is geared towards enhancing the social processes involved with learning and KS, and ensuring that organizational differences, and distances in time and space, do not stifle the collaborative energy required for effective learning and KS.

Promoting a KS Culture

In supporting the mechanisms for diffusing KS within Helvetas, care will be taken to promote participation of women and men. Of greater importance understands how gender in local and international contexts relates to KS and to KS initiatives.

Two mechanisms will be used to promote a KS culture within Helvetas and between Helvetas and its partners through:

- 1. Support for Communities of Practice:** Communities of Practice (CoPs) within Helvetas have strengthened their respective senses of community over the years of their existence, and they have reinforced the feeling of collective purpose of Helvetas staff located in a variety of different places.

Areas where CoP support will be strengthened are on:

- Facilitation strategy for each CoP by conception of the broad areas for targeted facilitation
- Creating value-added content
- Encouragement of more inclusive dialogues

- 2. Cultivation of KS champions:** The main mechanisms to promote successful implementation of the KS strategy in organizational culture are:

- Sharing of facilitation responsibilities between HO and CPOs
- Creating linkages between staff who have an interest in supporting KS
- Recognizing pivotal KS behaviour
- Strengthening linkages between Human Resource Development (HRD) and KS

Strengthening Learning

Individual and collective learning within Helvetas will be enhanced by:

1. **Supporting periodic learning events:** Periodic learning events will be done in the context of the occasional thematic and regional face-to-face workshops which take place 1-2 times per year.
2. **Playing a catalytic role in the production of learning outputs:** Learning outputs will vary in nature, but the common thread will be to experiment with those which do not require major investment of time or other resources and which in turn are readily digestible by their intended audiences.
3. **Increasing the emphasis on learning from evaluation:** Increasing the emphasis on learning from evaluation involves two main mechanisms for increasing the salience of learning from evaluation, first by including learning processes in evaluation exercises and second by focusing on policy and practice implications of evaluation results.

Helvetas Ethiopia will strengthen expertise and knowledge sharing within the different projects of the thematic areas, which are, Natural Resource Management, Rural Infrastructure and Civil Society and State. For example, it has strengthened its knowledge sharing on best practices in partners' capacity building.

Playing a Lead KS Role in the Development Community

Supporting a KS, learning and collaboration will also be an area of engagement with our partners. Helvetas will strengthen its external relationships in KS with the development community particularly with umbrella CSOs and government counterparts at various levels.

4.5. Helvetas Communications Policy Summary

Helvetas pursues its aims through development work based on partnerships and grass-roots work abroad as well as through the communications work it does in Switzerland to inform people about its activities, to raise awareness about development issues and to promote intercultural understanding.

Through its communications work, it would like to:

- Maintain and strengthen its credibility, and to build trust in Helvetas;
- Inform people about the way it works and the impact it has, and create understanding for the conditions in which development aid is carried out;
- Increase public recognition of Helvetas;
- Strengthen people's commitment to creating a better world;
- Position Helvetas in its professional environment as a competitive contract partner.

Helvetas communicates with a host of stakeholders in Switzerland and abroad. It has good communication with and between members of its staff which is crucial for the efficiency of the work and organizational culture.

The quality of development work and of development aid in general, depends essentially on the abilities of the organisations or people who carry it out. Helvetas promotes learning and knowledge-sharing between the partner organisations it works with, and between development experts in general. Its communications inspire long-term commitment and lasting loyalty among its partners, donors and members. Other target audiences of Helvetas are contracting authorities and business

partners, the media and general public, especially teenagers and young adults. The general public forms a pool of potential members, donors and customers for Helvetas.

Helvetas has many different means of communicating with its stakeholders. It has a wide range of communications tools suited to various situations. Regarding knowledge-sharing fora and tools, Helvetas is one of the leading organisations promoting knowledge sharing between experts. It has a great deal of sound experience in the use of relevant instruments (especially CoPs) and applies these to improve its own work in particular and development cooperation as a whole.

Helvetas deals with special subjects such as crisis management by keeping a constant watch over potential risks that could lead to crisis and follows certain principles regarding internal communications in order to create a sense of belonging to a team among staff and to strengthen their loyalty to the organisation. (Refer to [Annex 10](#) for the specific rules of crisis management and principles of internal communications)

5. Programme Framework

5.1. Fundamental Values, Vision and Mission

Helvetas Ethiopia, as a programme, principally bases all its values and principles on the corporate strategy 2005-2010.

Helvetas' Values

Helvetas' values lie behind everything we do and they should be reflected in all Helvetas' communications and behaviours. Helvetas Ethiopia is:

- ***Rights-based***

We orient all Helvetas' activities passionately towards the respect and fulfilment of human rights by strengthening duty-bearers to fulfil their obligations and empowering right-holders to invoke their rights. We hold that rights based approach bring the promises of more effective, more sustainable, more rational and more just development processes. Poverty is more than lack of resources- it is the manifestation of exclusion and powerlessness.²³

- ***Focused***

In view of Helvetas' limited resources and capacities and Helvetas' commitment to bring real differences to the lives of the poor, we will remain focused on specific regions and working areas.

- ***Accountable***

We are responsible to those we exist to serve: the rural poor as well as those who support Helvetas' works. Professionally and financially, we are sound, scrupulous, efficient and effective. Helvetas is opposed to all forms of corruption.

- ***Open and Transparent***

We maintain utmost transparency and communicate Helvetas' works clearly and honestly. We learn from Helvetas' experiences, both Helvetas' successes and Helvetas' failures.

- ***Respectful to partners***

We work in partnership and support Helvetas' partner organizations which share Helvetas' vision, mission and values. As partners, we respect their independence and autonomy in managing their own internal affairs.

²³ As a qualification, the aim of this value in the Ethiopian context is towards the orientation of the way in which we work with Helvetas' partners and clients, as opposed to a specific development objective or working area in this regard.

Helvetas' Vision

Helvetas has the vision of:

- **A just society** which ensures that the basic needs of all people are met and that they can live a life in dignity and peace.
- A society which grants everyone, both women and men, **the right of self-determination** and enables them to participate in shaping their social and political environment.
- A person kind which manages its **natural resources in a sustainable manner**.
- Organizations and institutions in which the principles of **transparency, accountability, quality and efficiency** are established.

Helvetas' Mission

“Helvetas Ethiopia’s mission is to guide and support innovative development processes that lead to positive changes to the livelihoods of disadvantaged communities”.

5.2. Development Objectives & Expected Programme Outcomes

The first objective is related to the contribution to household livelihoods by NRM & RI.

The second objective is related to improvement of good governance (CSS).

Development Objective	Outcomes
DO1: To improve livelihoods through sustainable management of natural resources and better accessibility of social services and markets.	DOC 1.1: Increased household incomes DOC 1.2: More sustainable use of natural resources DOC 1.3: Household food security improved DOC 1.4: Improved access to social services DOC 1.5: Improved access to markets
DO2: To enhance good governance practices at local-government level by promoting participatory planning and social investments.	DOC 2.1: Demand-driven, locally-owned development processes DOC 2.2: Improved public service delivery DOC 2.3: Transparent and accountable local Councils and government structures

5.3. Gender

Women in Ethiopia still remain vulnerable to discrimination, gender-based violence, and lack opportunities for social and economic development. Socially and culturally prescribed roles have limited their access to capital, skills and marketing know-how and have hindered their participation in decision making processes. Gender equality is an essential element for development and poverty reduction. Helvetas Ethiopia, therefore, takes up support measures aimed at empowering women and combating gender inequality. Gender concerns will be mainstreamed and integrated in to all of its programs, projects, and work procedures as a transversal theme.

Project frameworks will show gender sensitivity and indicators set for measurement. Women’s participation will be promoted at the planning, implementation, and monitoring and evaluation stages of each project. A gender action plan will be developed for the country program. Internal measures will also be taken at institution level to engender the organization itself with respect to procedures, attitudes and culture. Strengthening staff capacity in gender-awareness, provision of instruments and

knowledge management will be considered. The strategic orientation of Helvetas' working areas in the field of governance, NRM, and infrastructural interventions will also have important implications for gender equality. However, gender specific initiatives contributing to improvement in the status of women will also be designed and implemented through acquisitions.

Gender Objective	Outcomes
GO1. To ensure that development interventions contribute to the equality of women and men.	GOC1: Increased participation of women in all steps of the project cycle GOC 2: Increased social and economic empowerment of women

5.4. Other Transversal Themes

Environment and climate

Intention with the issue: We want to positively affect the environment in which we work so as to reduce the requirement for future NRM interventions, supporting the long-term security and viability of the communities within which we work.

Indicator: Number of 'localized' environmental shocks occurring in the target communities

HIV/AIDS

Intention with the issue: Always include current and potential HIV/Aids victims into project design and implementation. Develop an in-house HIV/AIDS policy in line with ILO principles (Annex in future)

Indicator: Incidence rate

Do No Harm

Intention with the issue: Anticipate conflicts in order to prevent them as much as possible. Be aware that all projects induce change and power shifts, making them conflict sources

Indicator: Conflict management capacities

Governance

Intention with the issue: Governance approaches and principles have to be applied in all projects

Indicator: Level of transparency and participation in local governmental decision-making.

5.5. Networks, Partnerships and Target Groups

Networks and partnerships will become more and more important in order to create a suitable environment for sharing information, but also to forge strategic alliances. Network and partnership development is a means to an end, basically depending on the aim of the specific project and programme.

Networks

Programme Networks
<ul style="list-style-type: none">• Swiss – NGO (ET) network• International NGO network• CRDA and the Sectoral Fora under it• DAG / ICCO Working Groups VC
Project Networks
<ul style="list-style-type: none">• VCCG (Cactus)• Bio-farm consortium• WATSAN Network• IFRID

Partnerships

For Helvetas Ethiopia, as a young country program with huge potential for growth, working in partnership and alliance is not an option but is a necessity to increase our chance for success for a number of reasons including pooling comparative advantages, creating synergy, empowering local ownership and ensuring sustainability of our interventions

We understand partnership as a voluntary and collaborative relationship between Helvetas and the various parties (partners), both State and non-State, in which we agree to work together to achieve a common purpose or undertake a specific task and to share risks, responsibilities, resources, competencies and benefits. In addition to Shared common purpose and values, the willingness and commitment to share risks, responsibilities, resources and competencies are essential prerequisites for forging partnership. In view of this, we will review the strategic relevance and value of the existing partners and may maintain/strengthen or drop the partnership for strategic reasons.

The reasons for maintaining proper mix of partners or partnership bases are to maintain strategic pool of competencies, to diversify risks and dynamics within our key players.

The current portfolio of our partners show that we are working largely with regional governments with the spirit of a partnership, however the degree of our engagement and level of partnership with CSOs and the private sectors is limited. New partnership/partners will be considered taking into account the mix of our existing partners and the strategic relevance and value to carryout our strategic objectives. We will always try to maintain long-term (at least for the strategic period) partnership relationship with our existing and new partners with clear and guiding partnership agreement (MoU).

As part of our acquisition strategy, we will also forge long-term relationship with few but strategically important donor agencies.

In an effort to strategically position our relationship with CSOs, in 2008 we have stopped funding small and individual project funding to different CSOs. We will strategically forge partnership with CSOs who play key roles at macro level such as CRDA, and take part actively in working group, discussion forum and networks which are relevant to our thematic focus.

We will involve strategically selected and competent partners from the private sector and engage them as operational partners, particularly in the infrastructure and NRM thematic areas.

The Mapping or positioning of a wide range of partners in terms of their degree of influence (power) and shared purposes & values indicated in the following grid. Power here is understood as the control/influence over the environment and the behaviour of other stakeholders particularly in the areas in which we are working.

		Shared purposes & values	
		LOW	HIGH
P O W E R	LOW	<u>A</u> MINIMAL EFFORT	<u>B</u> KEEP INFORMED
	HIGH	<u>C</u> KEEP SATISFIED	<u>D</u> KEY PLAYERS

Strategically we will work in close partnership with category “B” and “D” partners with whom we have shared purposes and values and varied degree of power. Those in category D are partners with high level power and shared purposes and values. Included in this category are our Regional key partners, Woreda administration, and few partners at federal level. Category B partners are the same as D but with low level of power.

Partners in category C are normally have less interest in what we are working and low level shared purpose & values. Partners in this category are largely of law making and controlling organs of the government (like MoJ, Agencies, etc) the strategy to deal with such partners is to keep them satisfied. Note that this positioning is not static the position of a partner changes from time to time due to the level and maturity of the partnership and due changes in the external/internal environment in which we are working.

Taking into account the above partners positioning, the following grid categorizes our existing partners in terms of their level of engagement (macro vs. micro), roles and position taking into account our thematic areas.

Thematic Areas	Position	Partners	Relation – ship / role	Sector (govt, private, donor, NGO, research etc.)	Linkage	
					Macro	Micro
INFRA-STRUCTURE	D	ERA	funding	Fed. Gov.	X	
		RRA	Operational	Reg. Gov.	X	X
		Woreda Admin.	Operational	Reg. Gov		X
		WRD	Operational	Reg. Gov		X
		Community	Operational	Kebele		X
		DFID	Funding	Donor	X	
	B	SMEs	Operational	Pvt. Sector		X
		Selam TVS	Operational	NGO		X
	D	Tigray Reg. state	Partner	Reg. Gov	X	
		BoARD	Operational	Reg. Gov		X
		TAMPA	Operational	Reg. Gov		X
		Woredas	Operational	Reg. Gov		X
		Kebeles	Operational	Reg. Gov		X
		Community	Operational			X

NRM	B	BEA	Operational	NGO		X
		Caritas	Operational	INGO		X
		Etfruit	Operational	Public Ent.		
		First Consult	Operational	Pvt. Sector		X
		FAO	Donor	Multilateral	X	
		GTZ	Donor	Bilateral	X	
		ICIPE	Networking	Research Inst.	X	
		CDE Berne	Networking	Research Inst.	X	
		ILRI	Networking	Research Inst.	X	
		VCCG	Networking	Regional network	X	
		Bio-farm consortium	Networking	Network	X	
CS & S	D	Amhara Reg. state	Partner	Regional Gov.	X	
		Ambasel Woreda	Operational	District Govt.		X
		Tehuledere Woreda	Operational	District Govt.		X
	B	FGAE	Operational	NGO		X
Cross-sectional	D	CRDA	Facilitator	NGO	X	
		Sectoral Fora	Network	Network	X	
		Working Groups	Network	Network	X	
		Swiss Embassy	Support/donor	Swiss Dip. Mission	X	
		SDC	Donor	Donor	X	
	B	Inter-church		INGO		
		INGO-network	Exchange	Network	X	
	C	Ministry of Justice	Regulatory	Fed. Gov.	X	
		NGO Reg. Agency	Regulatory	Fed. Gov	X	
		MOLSA	Regulatory	Fed. Gov	X	
		MOFA	Regulatory	Fed. Gov	X	

Target Groups

Helvetas Ethiopia target groups are:

- Rural and peri-urban population
- Disadvantaged and marginalized communities and households.

6. Programme Management and Financing

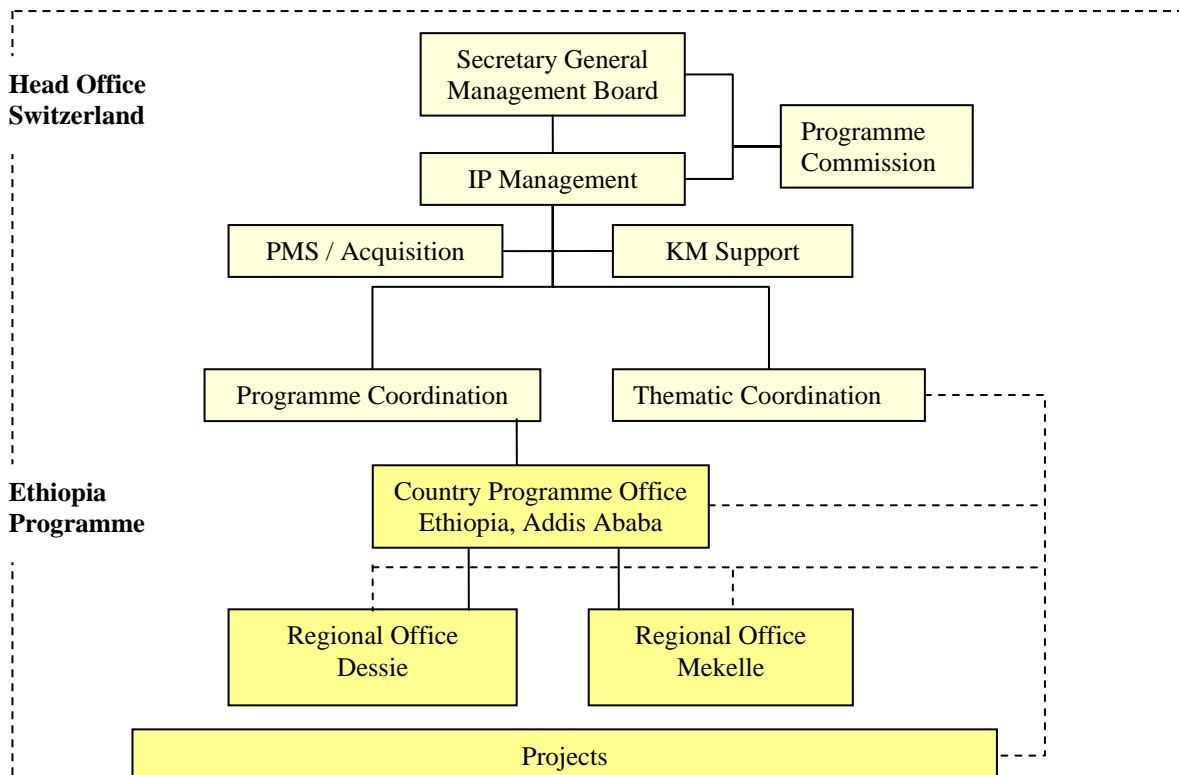
6.1. Organisational Setup

The organisational structure reflects Helvetas strategy to optimise its programme management.

Decentralisation: Decisions concerning development cooperation are increasingly made in Ethiopia (harmonisation, acquisitions, service procurement, etc.). The Helvetas Ethiopia CPO is therefore equipped with operational decision and management competence that allows a fast and adequate responsiveness to local developments and opportunities and a clear division of responsibilities, placing the focus on strategic and programmatic guidance at Head Office level and implementation and management tasks at CPO level.

Helvetas Ethiopia is maintaining two regional offices in Amhara Region (Dessie) and Tigray region (Mekelle). The regional offices are mainly entrusted with project implementation.

Institutional Organisation:



Country Programme Office (CPO): The Helvetas Programme Office in Addis Ababa – led by the Helvetas *Programme Director (PD)* – is responsible for the programme development, project acquisition implementation / coordination and monitoring. The PD submits to HO annual plans and budgets for approval, and is responsible for the effective allocation and use of human and financial resources at country level. The CPO staffs supervise the project management, facilitate internal and external project monitoring / reviews and ensure administrative and logistical support to the projects / project offices.

Regional Office (RO) - the regional offices have upper hand in planning, implementing and integrating the projects, while they are accountable to the PO. The roles of the regional offices should be beyond implementing the projects, their role and responsibilities should be expanded and they have to scale up projects and become active.

Head Office (HO): The *International Programme Department (IP)* – led by a *Management Board* – comprises a *Geographic/Programme Coordination* and a *Thematic Coordination* Unit. Through the geographic Programme Coordinator (PC), the IP supervises and supports the implementation of the Country Programme with the aim to ensure coherence with Helvetas policies and mid-term strategies. The PC checks, approves and monitors the annual programme plans and budgets and performs a financial controlling function (periodic accounting/budget reviews, auditing). The IP Department provides further management support to the Programme Office and the projects through (a) the *Acquisition Desk* coordinating all major acquisition efforts; and (b) the *PMS Desk* responsible for the introduction and further updating of the Helvetas “Project Management System”. The Thematic Coordinators (TCs) are responsible for the strategic and investment planning, monitoring and evaluation of the different working areas / approaches. They assist Project Managers and Programme Office in the elaboration of new project designs and documents and provide backstopping and networking support for implementation. Attached to the Thematic Coordination Unit is the *Knowledge Management Desk* which facilitates and promotes conditions for Helvetas internal knowledge sharing and learning.

Programme Commission: The Programme Commission – composed by the Secretary General, the Management of the IP Department, the Head of the Communication and Fundraising Department and the affected geographic and thematic coordinators – assesses and approves Country Programmes and thematic strategies, new projects and project phases submitted by the PC / PO, and decides on the participation in (large) tenders.

6.2. Human Resources

The experience, dedication and development vision of staff working with Helvetas Ethiopia are the basis for further development of the country programme. Helvetas Ethiopia will maintain its effort to be a committed organisation which is aware of and supportive to human resource development.

The Helvetas Ethiopia Programme, in the various projects, employs ca. 25 local employees and 2 expatriates.

6.3. Monitoring, Steering and Controlling

The programme monitoring and steering includes the following elements:

Programme Monitoring and Steering: The reference base for programme monitoring and steering and regular context assessment is the Helvetas Ethiopia Programme Strategy 2009 - 2013 outlining the specific objectives and assumptions. [Annex 9](#) provides the intended outcomes and related indicators that are assessed by the Programme Office on a yearly basis. A mid-term Programme review is foreseen during the second semester 2011. This is organised by Helvetas head office.

Strategic Controlling: The Helvetas Board of Directors is responsible for the strategic controlling, i.e. for checking if the programme is in line with the overall Helvetas policy and principles; for assessing the relevance of the strategic choices, prioritised working areas and working approaches in the specific development context (*to do the right thing*); and for identifying programmatic and operational strengths and weaknesses and recommending eventual corrective measures. A strategic controlling visit is foreseen during the first semester 2011 in preparation of the planned mid-term Programme review.

Risk Management: Helvetas has institutionalised a systematic Risk Management with the aim of preventing and reducing the strategic, operational and financial risks. The Management Board assesses and rates the Programmes annually on the basis of indicators that describe external as well as internal risks. Observation fields in regard to external risks include the political and security situation in the partner country, as well as trends in development politics, relationships to donor community and other public institutions and acquisition opportunities. In regard to internal risks, the focus is on the relevance of Country Programme Strategies, quality of implementation and networking, as well as financing strategies and fund management.

Project Cycle Management: Project documents (ProDocs) provide frameworks that would enable regular project monitoring (output / outcome). Projects prepare annual work plans and semi/annual reports. Each project is organizing experience and information sharing platforms on a semi-annual basis. The day to day project management and administration is supported by the Helvetas “Project Management System” which ensures regular progress monitoring and allows an objective oriented allocation, control and analysis of human and financial resources.

Knowledge Management System: The Helvetas Knowledge Management System (KMS) supports a decentralised flow of communication between Helvetas Programmes and projects and a learning environment suitable for Helvetas field and office staff to keep track of knowledge resources in the organisation, to share knowledge gained from experience and to provide mutual assistance. The KMS relies basically on two tools: Internal Communities of Practise which bring up strategic, technical or managerial issues for discussion on the intranet or at periodic face-to-face meetings; and a Knowledge Map which serves as an organisation-wide directory and search engine providing information on how to find knowledge within Helvetas, including people, projects and documents.

Accounting, Audit & Internal Control System (ICS): At Programme Office level, Helvetas maintains an accounting system which allows a detailed follow-up of expenditures for each cost centre. On a quarterly basis, expenditures are consolidated into accounts maintained at Helvetas Head Office. The PO mandates a local fiduciary to carry out an annual audit of the Programme at country level. This mandate is given in accordance with SDC “minimum requirements for local audit contracts”. In addition, the consolidated accounts per project are audited in Switzerland by the independent auditing firm KPMG Zurich. In line with the Swiss legislation, Helvetas operates an Internal Control System (ICS) in order to check on a regular basis financial management and accounting processes and procedures, minimising the threat of mistakes and fraud. As part of these control measures, the Helvetas Finance Department conducts controlling missions to the Country Programmes.

6.4. Acquisition Strategy

In order to adjust and develop innovative project work in the changing context, to develop and consolidate current and new strategic partnerships with a regional (Tigray / Amhara) focus, the country Programme will implement step-wise (a new) project acquisition strategy. It will be based on knowledge, expertise and experience gained by Helvetas in other developing countries and in Ethiopia. Baseline studies, aiming at complementing the existing projects, will be elaborated. Based on the findings of the studies, pilot activities will increase Helvetas local experiences and know-how and lead to the elaboration of phase planning’s (ProDoc). In order to increase funding possibilities, Helvetas Ethiopia operations will be integrated into Regional Government sub-sector development strategies.

Trends and challenges: The trend in Ethiopia is that donor financing is going through Government structures. Close collaboration with the Government is crucial for an international / national NGO in order to make financial acquisitions and to achieve impact by up-scaling of best practices by the governmental technical services. As per the new legislation (January 2009), NGOs are restricted not to be involved in any human right aspects (Gender, peace building, governance). The trend for NGO’s is therefore to be active in “hardware”- and capacity development. The enforced law and control mechanism to be adopted by the Government could change the donors-funding channel trend from Government- towards support to NGOs.

Preconditions to be fit for Acquisitions: To be successful in acquisition and to build up an excellent reputation of our organisation the following preconditions are of high importance:

- Invest in our capacity (capacity development, knowledge transfer) and build up a powerful team
- Maintain good donor relation and build trust
- Build up our field of competencies and position ourselves accordingly
- Deliver excellent results and showcases

- Be cost conscious and efficient
- Develop cost sharing models
- Take part in networks and working groups

Acquisition potential:

Regions	Working areas	Program/project focus	Acquisition potential	Remark
Tigray Amhara Others	NRM	NRM: water shed management, bio farming, soil conservation (cactus)	High	<ul style="list-style-type: none"> • Of high importance by Gov. national / regional policy
	RI	Trail bridges	High	<ul style="list-style-type: none"> • Innovative, excellent visibility, trend to supporting rural people
	CS&S	Support to Woreda, CSOs, Governance	Low	<ul style="list-style-type: none"> • Critical support field for NGO, acquisition potential low

The biggest potential for acquisition and growth can be expected from the TB capacity building project followed by the NRM project Tigray.

Acquisition / fund raising strategy:

Regions	Sector	Program/project focus	Strategy
Tigray Amhara Others	NRM	NRM: water shed management, bio farming, soil conservation, future livelihood systems	<ul style="list-style-type: none"> • Development of a sellable development product (new, innovative, community development approach showing integrated solutions – livelihood packages) • Promotion of the project to potential donors (SDC, Government ET, WB, GTZ etc.). • Further strengthening strategic partnerships (biovision, icipe, BEA, AU etc.) • Showing visible results on the ground, excellent documentation and up scaling by integrating best practices in national / regional programmes • Fund raising strategy in CH – sponsorship for an Ethiopian rural family farm.
	RI	Trail bridges	<ul style="list-style-type: none"> • Show visible result: successful construction of 12 bridges until march 2010 • Further develop the national TB programme in collaboration with ERA • Plan B: developing a “marketing model” for promoting and acquiring funds in CH and ET • Putting weight on the promotion of the “soft part” (knowledge transfer to the private sector and gov.)
	CS&S	Support to Woreda, CSOs	<ul style="list-style-type: none"> • No conceivable strategy? Low potential

Donor mapping

The main potential donors are listed, grouped by our working areas in the table below.

Working area	Donors
NRM	<ul style="list-style-type: none"> • FERSTER Stiftung, Lichtenstein • Government ET, Safety - net • Various Embassies (small grants) • World Bank • GTZ • EU • FAO • JICA
RI	<ul style="list-style-type: none"> • Infrassure CH • ERA • DFID • World Bank • EU
CS&S	<ul style="list-style-type: none"> • FEDEVACO, CH

6.5. Financing and Budget

Financial history

The financing volume of the Helvetas Ethiopia Programme since its inception in 2003 amounts to a total of CHF 6.6 million. The entire finances were covered by the Helvetas Programme credit (13).

Overview of financial development of Helvetas Ethiopia (2003 – 2008):

Year	2003	2004	2005	2006	2007	2008	Total CHF
Amount	300,000	800,000	1,080,000	1,250,000	1,320,000	1,854,000	6,604,000

Budget development and funding sources 2009 – 2013:

Year:	2009	2010	2011	2012	2013
Budget Total:	2'270'000	2'270'000	2'700'000	3'000'000	3'500'000
Helvetas P:	1'450'000	1'450'000	1'500'000	1'500'000	1'500'000
Mandates:	820'000	820'000	1'200'000	1'500'000	2'000'000

The Plan will also be based on the identification of the costs of the foreseen activities, the funding sources, the potential partnerships and the procedures for the preparation of new project proposals.

Financial Planning and Funding Partnerships: The medium-term financial target is a CHF 3.0– 3.5 Million annual budget (including overheads for the Head Office) by 2013. This will be achieved by a gradual increase of the yearly Helvetas/Programme Credit budget from CHF 1.45 to 1.5 Million, ongoing and expected cooperation with established Helvetas partners (e.g.

Government of Ethiopia, ERA, DFID, etc.) and new mandates. The target is to complement Helvetas' own funds with an additional ca. CHF 1.5 – 2.0 Million annual contributions through strategic partnerships. Helvetas Ethiopia can count on important contributions by Swiss based institutions (FERSTER Stiftung = cactus, FEDEVACO = Woreda support, Infrassure = Trailbridge).

6.6. Financial Development - past

Funding History

The financing volume of the Helvetas Ethiopia Programme since its inception in 2003 amounts to a total of CHF 6.6 million. The entire finances were covered by the Helvetas Programme credit (13).

Overview of financial development of Helvetas Ethiopia (2003 – 2008):

Year	2003	2004	2005	2006	2007	2008	Total CHF
Amount	300,000	800,000	1,080,000	1,250,000	1,320,000	1,854,000	6,604,000

7. Risk Management

Risk Management is a tool for dealing with the possibility that some future event will cause harm. It provides strategies, techniques and an approach to recognizing and mitigating any perceived threat with the objective of reducing its likelihood and impact on an organization. As part of the identification of the internal and external context, we have identified the most important threats or risks which have strategic relevance.

Risk mapping: It is true that the perception of risks and their classification are entirely subjective.

Generally we have classified the risks taking to account the likelihood of its happening (as High & Low); and its overall impact on the programme in terms of loss of assets (financial resources, reputation, failure to meet stakeholders' expectations, etc as High & Low). As shown in the table below, ranked and category of the perceived risks taking in to account their likelihood and associated impact. Category "A" risk is risk with high likelihood and high impact (HH); category "B" risk is a risk with low likelihood and high impact; category "C" risk with high likelihoods and low impact (HL); and category "D" risk is low likelihood and low impact (LL).

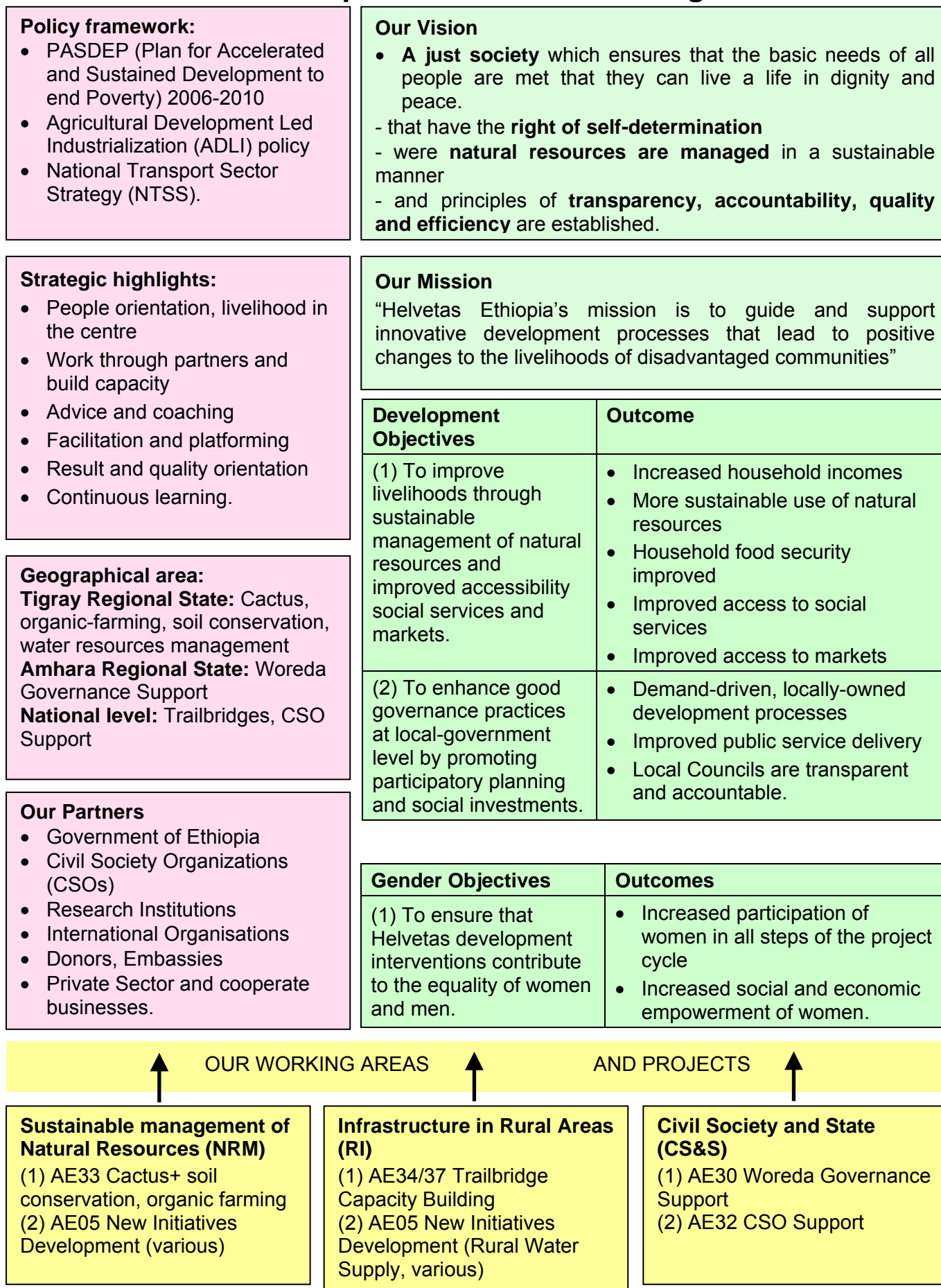
Risks are not static, their likelihood and impact changes continuously and new risks also emerge through time. As a learning organization, we are a dynamic organism that changes on an ongoing basis to in response to changing environment (new client needs, funding constraints, service delivery challenges, etc) and we have to be flexible to adapt to the changing environment. Such inherent organizational and risk dynamism require the regular review of risks and associated strategies to ensure their relevance. For risks categorized as A, B and C we will develop details risk mitigation plan.

Risk mapping:

Domain	Likelihood	Impact	Risk Cat.	Risk	Ways to cope with the risk
Macro-economic	H	H	A	Inflation resulting in increased cost of living and price of major inputs, increased food insecurity of the poor, etc.	<ul style="list-style-type: none"> • Revise processes and procedures in order to economise spending • Prioritize activities • Realistic budgeting, budget control and regular review of spending. • Swiss-franc denominated budgeting to mitigate inflation in Ethiopia
Corruption	L	H	B	Loss of assets or project fund due to mismanagement or misuse of funds by partners or contractors.	<ul style="list-style-type: none"> • At the project levels, careful selection of local partners at all levels is important. Strict application of transparent rules and regulation and regular external monitoring during implementation process have to be imposed at all levels • Performance monitoring of project partners • Internal audit of major partners with relatively weak systems of internal controls.
Geopolitics	L	H	B	Increased tension due to no-peace and no-war situation with Eritrea may lead to renewed conflict/war.	<ul style="list-style-type: none"> • Carefully monitor development and take action at appropriate time regarding projects likely to be affected by the event.
Natural and Climate Factors	H	L	C	Drought due to erratic rain fall and crop failure leading to the collapse of livelihood systems.	<ul style="list-style-type: none"> • Introduction of new technologies and methods of farming which complements and diversifies household income • Complementary capacity building initiatives in order to prepare the farmers to face the effects of worsening climate conditions.
Legal Environment	H	H	A	Limited operational space for CSOs if the draft legislation on the operation of NGO & CSO in Ethiopia becomes enacted.	<ul style="list-style-type: none"> • Participate in advocacy and dialogue for amendment of the law • Strategic repositioning or realignment of the program and project intervention • Make adjustments to programme/projects as required necessary
Trends in	H	L	C	Unpredictable nature of political	<ul style="list-style-type: none"> • Maintain a close exchange and dialogue with representatives

Development Policy (new law)				situation and frequent rotation of the decision makers may change the development priorities set by the State.	<p>and decision makers at regional and District level and monitor emerging development</p> <ul style="list-style-type: none"> • Keep updated information on key decisions made by the Government • In new phases and new projects plan implementation adjustments according to possible scenarios.
Acquisition	H	H	A	<p>Lack of information, poor knowledge management, and lack of expertise can be obstacles towards acquiring new projects, and developing new strategic partnerships.</p> <p>Switzerland not being member of EU, difficulties for accessing EU development mandate opportunities.</p> <p>Poor PR strategy and networking hinders access to necessary information and successful negotiations.</p>	<ul style="list-style-type: none"> • Follow-up of on-going and new projects and funding facilities in order to identify potential thematic and geographical areas for involvement of the Helvetas in the regions we are active • Subscribe to relevant media to be kept updated and informed regularly and on time about funding opportunities and tenders • Look for strategic partners for accessing EU fund through partnership. • Proactive networking and public relations.
Quality of implementation	H	H	A	<p>Low capacity of the projects / programme staff, too high expectations set by the projects with unrealistic expected results, lack of monitoring, and untimely reporting may reduce the implementation quality of the projects.</p>	<ul style="list-style-type: none"> • Ensure that the profile, capacity and qualification of the project staff match their Terms of References • Ensure that the project objectives, scales of funding and implementation are realistic and match the capacities of Helvetas • Conduct regular internal and external monitoring and reporting.
Financial Sustainability	H	H	A	<p>Highly reliance on H.O. funding means high degree of vulnerability to financial shocks.</p>	<ul style="list-style-type: none"> • Prepare innovative development interventions for funding through local acquisition. sources, adjusting to possible changes • Develop and diversify strategic partnerships for possible financing and co-financing of programmes / projects fund • Invest in augment acquisition capacity • Prepare appropriate background documentation for tenders.

Annex 1: Helvetas Ethiopia CPS 2009-13 – Strategic Tiles at a



Annex 2: Programme Logical Framework 2009 - 2013

The working hypothesis for the Helvetas Ethiopia Country Programme Strategy is that an improvement in the livelihoods of rural communities can be achieved through the sustainable usage of local natural resources, where those resources are linked to viable markets when combined with rural communities having a strong participation in local planning and social investment decisions. The present and new Helvetas projects will make sector-specific contributions to the achievement of the objectives 2 (TB 8) provinces and selected Woredas.

<u>Development and Transversal Objectives</u>	<u>Outcomes</u>	<u>Outcome Indicators (OI)</u>
<p>DO1: To improve livelihoods through sustainable management of natural resources and better accessibility of social services and markets.</p>	<p>DOC 1.1: Increased household incomes DOC 1.2: More sustainable use of natural resources DOC 1.3: Household food security improved DOC 1.4: Improved access to social services DOC 1.5: Improved access to markets</p>	<p>DOI 1.1: 10,000 farming households gained at least 20,000 Birr per year from market-oriented activity by 2013 DOI 1.2: 10,000 additional households engaged in productive and sustainable use of natural resources by 2013 DOI 1.3: 10,000 additional households secure minimum acceptable calorie content regularly and without risk by 2013 DOI 1.4: 10,000 additional households have all-year access to basic social services (e.g. infrastructure, education, health services) by 2013 DOI 1.5: 10,000 additional households have all-year access to product and service markets by 2013</p>
<p>DO2: To enhance good governance practices at local-government level by promoting participatory planning and social investments.</p>	<p>DOC 2.1: Demand-driven, locally-owned development processes DOC 2.2: Improved public service delivery DOC 2.3: Transparent and accountable local Councils and government structures</p>	<p>DOI 2.1: Participatory planning, monitoring and financing mechanisms are owned at local level and initiated in 20 Woredas by 2013 DOI 2.2: 100,000 additional households are served by public (Woreda) services based on need by 2013 DOI 2.3: More than two-thirds of all households in selected Woredas identify their government structures and councils as transparent and accountable by 2013</p>
<p>GO1: To ensure that development interventions contribute to the equality of women and men.</p>	<p>GOC1: Increased participation of women in all steps of the project cycle GOC 2: Increased social and economic empowerment of women</p>	<p>GOI 1.1: A well defined and refined Gender Action Plan is designed, implemented and monitored for the whole Program by 2010 GOI 1.2: At least 50% more women in target communities are involved in their communities' social and economic processes by 2013</p>

Annex 3: Helvetas Ethiopia – Project frameworks

(AE30) Woreda Governance Support Project (WGSP)

<p>Program Vision: Well functioning Woreda administrations are utilising participatory, transparent and strategic district planning, executing and monitoring systems that are based on good local governance principles, and therefore facilitate sustainable development and poverty reduction in the region.</p>	
<p>Mission of the Helvetas program: In support of the vision, the project will facilitate and support local development actors, so they adopt good governance behaviour and act according to their role and responsibility. Helvetas provides technical assistance, such as supporting capacity building efforts, networking, knowledge management, sharing of lessons and learning among different actors. Helvetas can additionally provide financial contributions.</p>	
<p>Overall goal: The local development actors at Woreda level constructively interact in an ambiance of mutual trust and confidence. With clear understanding, respecting and supporting of each other's roles and responsibilities, and within the framework of a well-coordinated, strategic, and participatory planning and implementation process, they contribute to improved local good governance systems and hence to sustainable development and poverty reduction.</p>	
<p>Outcome challenge of the Woreda Council</p> <p>The Woreda Council develops and supervises the implementation of policies, guidelines and procedures for the Woreda administration. The council assures that good governance principles are implemented in all activities. The council evaluates the performance of the Woreda regularly and provides guidance for improvement.</p>	<p>Helvetas Support activities for the Woreda Council:</p> <ul style="list-style-type: none"> • Information and exchange forums, events • Technical assistance for elaborating tools and procedures • Expertise for organising and implementing trainings • Finance for trainings, equipment and infrastructure
<p>Outcome challenge of the Woreda Cabinet</p> <p>The Woreda Cabinet ensures a participatory planning and implementation process that supports the socio-economic development of the population living in the Woreda. The Cabinet leads, coordinates and controls the activities of the government sectoral offices and provides transparent reports to the public and the regional government offices (down- and up-ward accountability). The Cabinet members provide accurate training, technical support, planning tools and procedures to the civil servants.</p>	<p>Helvetas Support activities for the Woreda Cabinet:</p> <ul style="list-style-type: none"> • Technical advice and finance for the elaboration of manuals, tools and procedures • Expertise and finances for capacity building events • Co-funding for infrastructure projects and equipment • Finance and know-how for experience exchange and sharing good practices and lessons learnt
<p>Outcome challenge Woreda civil servants</p> <p>The civil servants implement their tasks based on the existing rules and regulations. The civil servants improve their performance through the systematic use of adequate planning, executing and monitoring tools and procedures. The civil servants actively seek ways for implementing government policy and strategy in effective and efficient manners. Networking, working in partnerships, experience exchange and learning are enforced in their daily work.</p>	<p>Helvetas Support activities for the Woreda Civil Servants:</p> <ul style="list-style-type: none"> • Technical assistance and coaching in participatory planning and implementing techniques • Co-finances trainings and capacity building events • Co-finances equipment (ICT and office furniture) and infrastructure projects

Organisational practices of the project team: Helvetas organises and participates regularly in experience exchanges; it seeks feedbacks from clients already served and from external key informants; standardized and clear agreements on roles and responsibilities are the basis for monitoring, learning, and publications; ; specific team retreats will take into account team building, internal functioning and effectiveness of the Helvetas program

(AE33) Cactus Development Project Tigray (HCDP)

Program Vision: Cactus to have a significant positive socio-economic and environmental effect in Tigray.			
Strategy	Objectively Verifiable indicators	Source of verification	Assumptions
Overall goal: The overall goal of the cactus project is to develop the broad potential of the cactus in order to contribute to wealth creation, food security and natural rehabilitation in the rural communities of Tigray region.			Stability and peace in the country; No unexpected natural calamities; Funding assured
Objective 1: Households empowered to exploit the multipurpose use of cactus for improved income, food security and environmental rehabilitation	30 % of the beneficiary households will extend access to food by 2-3 months by Dec 2009	Survey on Impact assessment	
Results: 1.1: <i>The capacity of the extension systems (agriculture, health) on cactus production, processing, and utilization is improved</i>	Woreda extension workers organise and conduct at least 2 training sessions per year	Training reports from BoARD and other institutions	
1.2: <i>The capacity of the farmers to produce cactus in an sustainable, integrated way is enhanced</i>	70% of the trained farmers adopt at least 3 improved, sustainable management techniques by Dec 2009	Impact assessment; reports from DAs	
1.3: <i>The capacity of the farming households in processing and utilizing cactus products is improved</i>	By Dec 2007, 60% of the trained people process cactus products at least once a week (during the season)	Impact assessment; reports from health workers and home agents	
1.4: <i>Awareness of rural households on the potential uses and benefits of cactus is enhanced</i>	85% of the population in the tabias are aware of the potential benefits of cactus by Dec 2009	Impact assessment by survey	

1.5: <i>Commercial cactus model farms are established</i>	At least 2 proper commercial farms are established by Dec 2009	Reports from OoARD	
1.6: <i>Baseline data on cactus is available and published</i>	Socio-economic study is done by Dec 2007	Study	
Objective 2: Cactus product value chains enhanced to increase access to local and (inter)national markets	Turnover of sale of cactus products reaches ETB 20 million by Dec. 2009	Sales report from traders/wholesalers.	Stability and peace in the country; Good basic infrastructure (roads, ICT, etc.); Funding assured
Results: 2.1: <i>Cactus is successfully processed and marketed in local and national markets</i>	Cactus products available in ¼ of the supermarkets in cities north of Addis by Dec 2009	Sales reports from traders/wholesalers; informal visits in supermarkets.	
2.2: <i>Cactus fresh fruits (prickly pears) are successfully marketed in local/national and eventually export markets</i>	Volumes of prickly pears sold through project partners reaches 10,000 tonnes in the 2009 season.	Sales report from traders/wholesalers; visits in supermarkets/wholesale markets.	
2.3: <i>Functional cactus promotion centre established</i>	225 people per week visit the centre during 2008/2009.	List of visitors (incl. their visit intention)	
2.4: <i>Small grants are provided for innovative cactus initiatives</i>	At least 2 innovative projects are funded each year	Contract Agreements	
Objective 3: Enhancing institutional capacities of main CPPI stakeholders	CPPI members include cactus-related activities into their strategy and/or annual plan by Dec 2009	Annual plans of CPPI members	
Results: 3.1: <i>CPPI members are actively involved in cactus promotion</i>	3 out of 4 yearly steering committee meetings attended by heads or deputy heads of institutions by every year.	Minutes of meetings	
3.2: <i>Major (local and (inter)national) stakeholders successfully exchanged their experiences and knowledge</i>	Workshops and Open Forums attended by an increasing number of persons/institutions	Minutes of workshops and open forums	

3.3: <i>People and policy makers are positively influenced on cactus issues</i>	75% of population in Tigray has heard/read about cactus potentials by 2009	Rapid survey	
Organisational practices of the project team: Helvetas organises and participates regularly in experience exchanges; it seeks feedbacks from clients already served and from external key informants; standardized and clear agreements on roles and responsibilities are the basis for monitoring, learning, and publications; specific team retreats will take into account team building, internal functioning and effectiveness of the Helvetas programme.			

(AE37) Trailbridge Capacity Building Project (TBCBP)

Vision: Technical, social, and institutional capacities of RRAs/Woredas are developed and overall trailbridge programme managed by Regional Road Authorities	
Mission: Develop a decentralized trailbridge programme in Ethiopia by capacitating the RRAs, Woredas, communities, private sector, and bridge users through south-south collaboration (Nepal-Ethiopia). Helvetas Ethiopia will facilitate the trailbridge technology transfer; support partners in constructing trailbridges and building their capacities in trailbridge technology, documents lessons learnt and knowledge management. Helvetas will contribute finances to the programme.	
Overall goal: build the capacity of RRAs/Woredas on trailbridges technology in Ethiopia so that they can support their communities to plan and manage the construction of trailbridges for easy and improved access to basic services, opportunities and improved livelihood in all Regions of Ethiopia	
Objectives: <ol style="list-style-type: none"> 1. Construct pedestrian bridges within the ERTTP pilot Woredas of all Regions 2. Build local capacity and institutionalize the trailbridge technology in Ethiopia 3. Adapt relevant norms, standards, and manuals to the context of Ethiopia 	Assumptions: <ul style="list-style-type: none"> ▪ Trailbridge programme will continue to be integral part of ERTTP ▪ RRAs, Woredas and communities continue to prioritise river crossings ▪ ERA and RRAs continue to provide financial and technical support to Users Committees
Outcome 1: More than 330,000 people have improved access to services and opportunities	
Outcome 2: Trailbridge technology and technical know-how is transferred to Ethiopia through South-South collaboration	
Output 1: 24 cost effective trailbridges are constructed at the most feasible sites of four Regions (Gambella, Tigray, SNNPR, Amhara)	Major activities related to output 1 are: reconnaissance, prioritization and detail survey of 24 bridges, detail design, procurement of cables and bulldog grips, fabrication of steel parts, User Committee (UC) formation, collection of local materials (stones and sand), and pottery of “foreign materials” from the road head to the sites and undertake construction works
Output 2: 200 personnel trained in trailbridge technology including Engineers, Technicians, SMEs, Metal Workshops, Bridge crafts persons, etc.	Major activities related to output 2 are: train the entire Ethiopian team (ERA, RRAs and Helvetas Ethiopia) in Nepal on theoretical and on-job-training related to site selection, survey, design, costing, holding community meetings, conduct baseline studies, use of GIS/GPS, coach and monitor fabricators; put in place DMBT centres.

<p>Output 3: Manuals on Planning, Implementation and Capacity Building modalities, and procedures are adapted to suit the conditions that prevail in Ethiopia.</p>	<p>Major activities related to output 3 are: coach Ethiopian team on adapting relevant norms, standards, manuals (technical, social, capacity building and implementation procedures)</p>
<p>Implementation modalities: The modus operandi for the implementation of this National/Regional Trailbridge Programme in Ethiopia is the cooperation agreement signed in May 2008 between Helvetas Ethiopia and Ethiopian Roads Authority. Helvetas Ethiopia, as lead executive agent of the start up phase (July 2008 to December 2011), provides technical assistance support to RRAs and Woredas, facilitates knowledge transfer from Nepal to Ethiopia. It oversees devolvement of the trailbridge programme into RRAs and Woredas, physical construction, procurement of materials and capacity building aspects. The programme will construct the first batch of 24 pedestrian bridges in four Regions (Amhara, Tigray, Gambella, and South); train personnel; adapt Project Book and relevant social and technical manuals to the context of Ethiopia. ERA and RRAs will allocate funds required for the programme implementation. As part of its knowledge management practice, Helvetas Ethiopia will document lessons learnt for future roll out.</p>	

Annex 4: Project and Budgets of CPS 2009 – 2013

↘ Planning events

Projects				Working area	Partners	2009	2010	2011	2012	2013
		Phase								
								RV CP ↘		CP ↘
AE01	P	Programme Directorate	yearly	PO		150'000	150'000	130'000	130'000	130'000
AE05	P	New Initiatives Development	yearly	Var.	Gov., CS, PS	130'000	130'000	100'000	100'000	100'000
							↘			↘
AE06	M	Resources Management Tigray (mandate)	11-13	NRM	Gov., CS, PS			300'000	600'000	1'100'000
AE30	P	Woreda Governance Support	08-10	CS&S	Woredas, CS, PS	450'000	400'000			
							↘			
AE31	P	Woreda Development Support	11-13	CS&S	Gov., CS, PS			400'000	400'000	400'000
						↘		↘		
AE32	P	CSO Knowledge Networking	09-11	CS&S	CRDA, various	120'000	120'000	140'000	140'000	140'000
AE33	P	Cactus Initiative Tigray	07-09	NRM	Tampa, BoARD +	330'000				
						↘			↘	
AE38	P	NRM (cactus+) Tigray	10-12	NRM	BoARD +		370'000	450'000	500'000	500'000
AE34	P	Trailbridge Unit Development	yearly	RI	ERA, RRA, Woreda	250'000	250'000	250'000	200'000	200'000
								↘		
AE37	M	Trailbridge Capacity Building	08-11	RI	ERA, RRA, Woreda	820'000	800'000	900'000	900'000	900'000
AE90	P	Small Projects	yearly		various	20'000	30'000	30'000	30'000	30'000
					Budget:	2'270'000	2'270'000	2'700'000	3'000'000	3'500'000
		Yearly planning								
		ProDoc phase available			<h> P:	1'450'000	1'450'000	1'500'000	1'500'000	1'500'000
		ProDoc phase to be elaborated								
		Decision for future engagement			Mandates:	820'000	820'000	1'200'000	1'200'000	1'200'000

Annex 5: Programme Relevance with Millennium Development Goals (MDGs)

Goal	Millennium Development Goals	Goal	
1	Eradicate extreme poverty and hunger	5	Improve maternal health
2	Achieve universal primary education	6	Combat HIV/AIDS, malaria and other diseases
3	Promote gender equality and empower woman	7	Ensure environmental sustainability
4	Reduce child mortality	8	Develop a global partnership for development

		Relevance in Helvetas Ethiopia								
Goal	Target	AE01	AE05	AE30	AE31	AE32	AE33	AE34	AE37	AE90
1	1	Support to all projects	x	x	x		x	x	x	
	2		x	x	x		x	x	x	
2	3			x				x	x	x
3	4		x	x	x	x	x	x	x	x
4	5		x	x				x	x	
5	6		x	x				x	x	
6	7		x	x						x
	8		x	x	x					
7	9		x	x	x		x			
	10		x	x	x					
	11									x
8	12									
	13									
	14									
	15									
	16		x	x	x				x	x
	17									
	18			x			x		x	x

Annex 6: Helvetas Ethiopia Office, Locations and Topics



Regional Office Tigray, Mekelle

NRM: Cactus, organic farming, watershed management, extension
RI: Water management, water supply

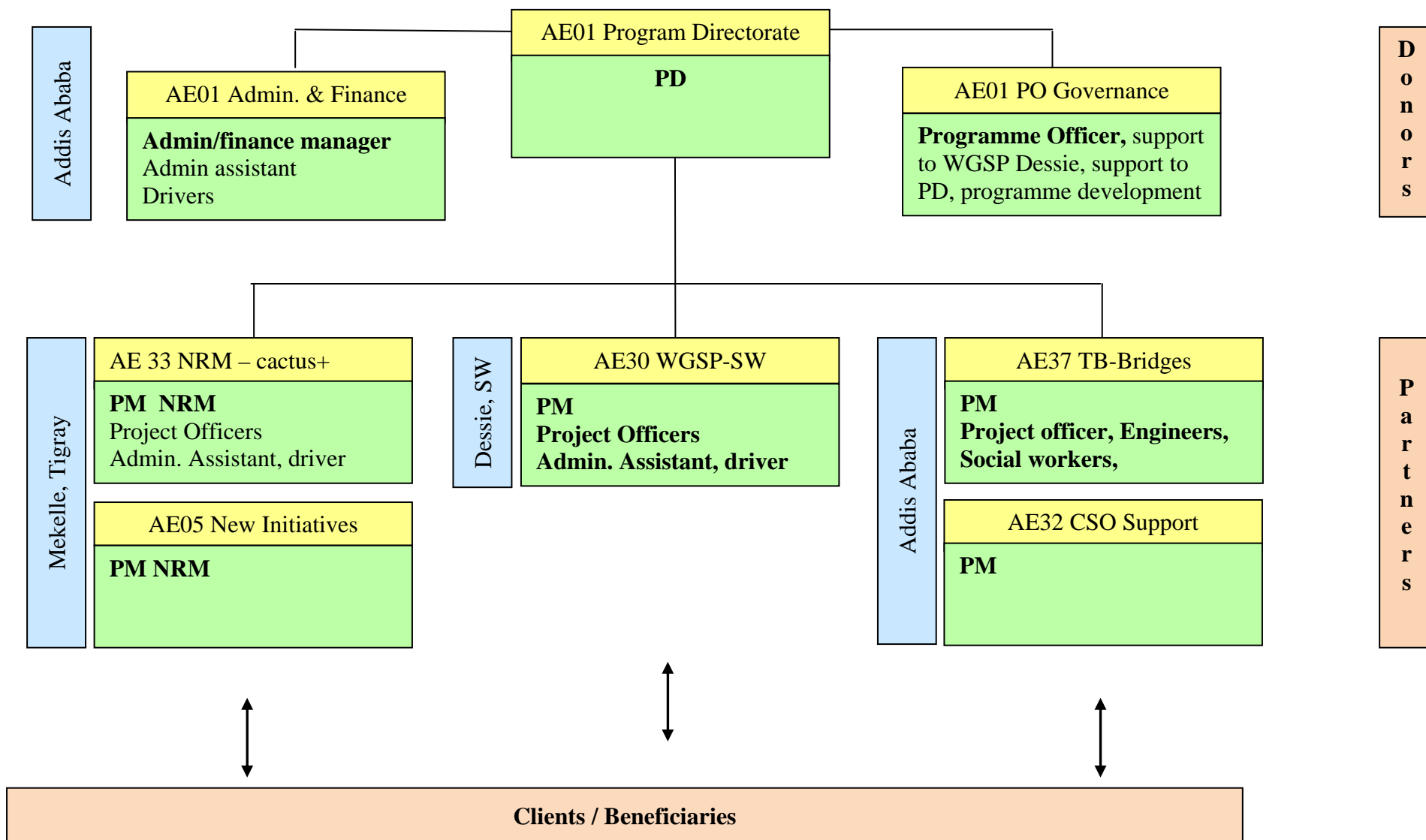
Regional Office Amhara, Dessie

CS&S: Woreda Governance Support, District planning, infrastructure projects implementation

CPO Ethiopia, Addis Ababa

PD: Programme Directorate
RI: Trailbridge Capacity Building, national approach
CS&S: CS/NGO capacity building/empowerment

Annex 7: Helvetas Ethiopia – Organisational Chart



Annex 8: References to Helvetas Corporate Strategies

- **Helvetas Corporate Strategy 2005 – 2010**
- **Helvetas Mid-term Strategy (MTS) 2007 – 2010 – International Programmes (IP)**
- **Report of the Strategic Controlling Mission in Ethiopia from June 6th to 20th, 2008**
- **Helvetas International Programmes Acquisition Strategy 2009 – 2012**
- **Helvetas Ethiopia Road Map 2005 - 2008**

Annex 9: SWOT Analysis 2008

	Category	STRENGTH	WEAKNESSES
I N	Human Resources	Committed, qualified and professional staffs	Under-staffing (TB) and low level of project management, scheduling and implementation skills
		Up-to-date staff regulation with clear T&C, balanced expectations aimed at recruiting, developing and retaining competent staffs	
T E	Financial Resources	H.O. strategically committed to increase its financial resource allocation (1.1Mil to 1.4 Mil)	Very narrow resource base, highly dependent on H.O. remittance & funds are restricted in nature
		Strong commitment of ERA for soliciting funds for scaling up of TBCBP at regional	Under-spending on project budget due to delay in project activities
R N A	Capabilities	USP(Unique Selling Point) with solid growth potentials: TB, Cactus (NRM), GG programme	
		Availability of professional leading to outsourcing services requiring unique competencies and skills (private sector involvement)	
		Strong appreciation and support from H.O.	
L	Strategy, approaches, systems and Processes	Lean organizational structure & empowered project teams	Lack of localized fund raising strategies, tools & capabilities
		Good reputation and image by regional and Woreda administrations	Insufficient project planning, monitoring, control and evaluation systems and tools
		Innovative, focused and aimed at exploring & targeting development niche (Cactus, TB)	Ineffective strategy (and partner) for scaling up (Bio-farming promotion & development) and reach out to the poorest of the poor and achieve concrete results at increasing household incomes and wealth creation

		South-south collaboration aimed at creating synergy, low-cost knowledge transfer and mutual learning	Systematic documentation of best practices, low-level of networking and knowledge management
		Highly relevant working areas, inclusive and multi-stakeholders approach	Growing too fast
		Owner and promoter of TB in Ethiopia	
		OPPRUNITIES	THREATS
E X T	Economical		Escalating massive inflation resulting in increased cost of living and price of major inputs, increased food insecurity of the poor, etc
		Potential funding for water-related engagement in Ethiopia (Controlled & fixed foreign exchange rates resulting in loss of money on foreign remittance.
			Construction boom resulting in scarcity of competent private contractors and civil engineers.
R N	Partners	Strong commitment and support of ERA to work with Helvetas to introduce TB technology in Ethiopia	Partners: Staff turn-over and low capacity in project cycle management.
			Government bureaucracy & regulations, slowing critical program kick-off & implementation (GGP, TBCBP, etc)
A L	Policy, Legal	Supportive sectoral policies and intervention areas match with government priorities	Draft government legislation on the operation of NGO & CSO in Ethiopia

Annex 10: Helvetas Communication Policy

Principles of Helvetas' communications policy

1. Helvetas' communications goals

The aims of Helvetas' communications are derived from Helvetas' purpose as it is defined in its statutes. Helvetas' mission is to "actively participate in the improvement of the living conditions of economically and socially disadvantaged people in Asia, Africa and Latin America" and to "work to remove the causes of these disadvantages in Switzerland and abroad" as well as to "promote international solidarity among the Swiss population".

Through Helvetas communications work, we would like to:

- Maintain and strengthen Helvetas' credibility, and to build trust in Helvetas
- Inform people about the way we work and the impact it has, and create understanding for the conditions in which development aid is carried out
- Increase public recognition of Helvetas
- Strengthen people's commitment to creating a better world
- Position Helvetas in its professional environment as a competitive contract partner.

2. Helvetas' stakeholders

The main target audiences for Helvetas' communications are:

- Helvetas' staff and potential staff members
- Employees of partner organisations and development experts
- Beneficiaries and the general public in Helvetas' partner countries
- Helvetas' members, donors and customers
- Contracting authorities and business partners
- Media
- General public, especially teenagers and young adults.

3. Helvetas' messages

- **Helvetas' vision:** "We want a world in which everyone can live in dignity and safety as they see fit and care for the environment"
- **Helvetas' mission:** "We are partners to disadvantaged people and communities in developing countries who wish to act to improve their situation"
- **Helvetas' credo:** We believe that it is possible to change the world if we all commit ourselves to this task together. This is why we act to create a better world.

4. Helvetas' principles:

- We are guided by the needs of people at grass-roots level, and Helvetas' approach to project beneficiaries and partner organisations is respectful and in a spirit of partnership
- We have developed a high degree of expertise in the fields in which we work. We lay great emphasis on sustainability, quality and reliability in all Helvetas' activities
- We are an innovative organisation and develop creative solutions to achieve Helvetas' goals
- We are a dedicated organisation, which fights for the rights of disadvantaged people and for equality between men and women
- We are always ready to learn from Helvetas' work and are open to intercultural exchanges

- We go about Helvetas' work in a way that it does not fuel conflicts and encourage people to live together in peace
- We avoid unnecessary bureaucracy
- We concentrate Helvetas' energy and focus Helvetas' resources on a few main subjects.

4. Helvetas' communications style

- Transparent, truthful and honest
- Realistic and differentiated
- Focussed on the human aspects and close to the action
- Respectful
- Open to criticism and prepared to learn
- Precise and direct
- A common visual identity
- Rights of stakeholders
- Quick and up-to-date
- Focussed on Helvetas' subjects.

5. Helvetas' communications tools

- Face-to-face contact
- Helvetas' publications
- Helvetas' media work
- New media
- Events
- Volunteering
- Work in schools
- Knowledge-sharing fora and tools
- Ambassadors.

6. Special subjects

6.1 Crisis management

In order to manage any crisis in a professional manner, Helvetas has established the following rules:

- Every member of staff is obliged to inform the general management spontaneously and in full of any potential crisis
- Members of staff, who announce irregularities in Helvetas' working environment, must be protected from the possible consequences of such action
- General management informs the stakeholders affected by the crisis as comprehensively and as swiftly as possible. Any new information will be passed on as quickly as possible
- In the event of a crisis, the only person to communicate will be the chair of the management team or a speaker he or she has designated.

6.2 Internal communications

- Helvetas follows the following principles in relation to internal communications:
- Information that is made available to the public must also be made available inside the organisation

- Members of staff are required (allowing for a reasonable expenditure of time) to keep themselves in touch with what happens in and around Helvetas.

7. Organisation and responsibilities

- General management is responsible for the implementation of this communications policy
- The Communications & Fundraising Department has the task of accompanying the implementation of the principles throughout the whole organisation and various branches of the organization
- Members of staff are also asked to take account of the principles defined in this document in their daily work.

Annex 11: Updates / Changes / Events for Strategic Flexibility

<i>N°</i>	<i>Date</i>	<i>Progr./project</i>	<i>Event, change, update</i>