



Facilitator for Change (FC)

**Strategic Plan
2021-2025**



Vision: "To see resilient and prosperous community"

Message from the Director

Dear FC friends,

On behalf of the management team and staff of Facilitator for Change, I would like to thank all of you who have contributed to the success of our organization. So far, FC has traveled a long journey to deliver its services and contribute to the developmental efforts of our country. During our work since our establishment, our organization has evolved from a small family and community based child care to a big learning and researching developmental organization thanks to the dedication and hard work of our team, the great support from our donors, stakeholders and board members of our organization. Through its engagement it has impacted the lives of thousands of vulnerable children, women, small holder farmers and marginalized community members in a sustainable better ways.

FC's operation so far has been guided by a strategic plan documents. This year we are introducing our fourth strategic planning document which is prepared with the full participation of our targets, stakeholders, donors and other friends of the organization. I believe our team will be fully committed to implement accordingly.

One again I would like to extend my sincere appreciation of your commitment so far and request you to continue your support and dedication for the realization of our vision.

Gelaye Hailu

Director



Outline

1. BRIEF PROFILE OF FACILITATOR FOR CHANGE (FC)
2. THE STRATEGIC PLAN
3. VISION, MISSION, CORE VALUES AND CRITICAL ISSUES
4. GOAL STRATIC OBJECTIVES
5. RISKS AND ASSUMPTIONS
6. MONITORING AND EVALUATION FRAMEWORK

1. BRIEF PROFILE OF FACILITATOR FOR CHANGE (FC)

Facilitator for Change (FC) is a local nongovernmental organization established in Ethiopia in 1998 and registered by the Charities & Societies Agency (ChSA) with a certificate number of 0048. Currently FC has completed implementing its third Strategic Plan and Management (SPM) which lasted for five years (2015-2019) and preparing its fourth SPM from 2021-2025. Year 2020 was escaped due to COVID 19 pandemic.

FC with the vision “to see prosperous and resilient community” has worked with different stakeholders and disadvantaged target groups. FC has focused mainly to facilitate innovative initiatives to bring sustainable community development.

This strategic plan is the fourth of its kind and has extracted different experiences and builds on past implementation performances. In this strategic plan (years 2021-2025), the major focus is to align the organization’s vision, mission and values with the programmatic areas and clearly craft the monitoring and evaluation framework that was found as critical gap in the previous strategic plan document. In 2019, FC is reregistered as local NGO in accordance with the new civil society organization proclamation No 1113/2019. Accordingly, FC is registered as a board-led nongovernmental organization. Therefore, the current board of five members is the highest governing body of the organization since then.

FC has nine full-fledged project coordination offices, in addition to the head office at Addis Ababa, with their own coordinators, financial personnel and needed facilities. It has also a total of 103 full time staff and 90 community facilitators.

The nine project offices are found in two regional states of Ethiopia (Oromia and Amhara) where FC is operating. Under these nine projects coordination offices there are 18 districts and two city administrations where these projects under implementation.

2.THE STRATEGIC PLAN

2.1. SITUATION ANALYSIS

2.1.1. SLOT ANALYSIS /INTERNAL AND EXTERNAL/

A) INTERNAL ANALYSIS	Strength <ul style="list-style-type: none">• There are committed young staff capable of undertaking need assessments, formulate, implement and evaluate projects;• Existence of strong relationships and collaborations with stakeholders;• Workable community empowerment approach/integrated components (child, youth, mother and farmers)• Good working environment• Decentralized management/ workable organizational structure;• Optimal budget utilization• FC has good reputation and recognition by government• Open to innovations	Limitation <ul style="list-style-type: none">• Need clear HR development guideline• Uncompetitive benefit package; and due to that high staff turnover;• Poor documentation/no database and report;• Low PR activities; work at the lower profile shy off from media and public events;• M&E system focus on project only• Low standard office space/ low budget for office renting;• No clear guideline to collect and account community contribution;• Focus on project activities with service delivery orientation (lack right based approach)• Low local resource mobilization to finance and support projects
B) EXTERNAL ANALYSIS	Opportunities <ul style="list-style-type: none">• Alignment of FC thematic areas with the government priorities• Good relationship with local administration;• Revision of CSO legislation enable us to work on child right issues• Higher interest of donors towards working with FC	Threats <ul style="list-style-type: none">• Inflation• Political instability• Dependency Syndrome;• Unclear exit strategy;• COVID 19 and Other possible outbreaks like locust

2.1.2. PESTEL ANALYSIS

Political	Economic
<ul style="list-style-type: none">• Instabilities and unpredicted youth movements in the project areas;• Change of policies and strategies for the coming three years at least after election;• Election and post-election uncertainties may affect project implementation;	<ul style="list-style-type: none">• Inflation /Input price, salary of employment, etc• Commodity price may decrease due to the large scale wheat and cereal production strategy of the government;• Policy framework to support farmers credit for different activities including agricultural machines;• Possibility of linkage with industrial parks
Social	Technology
<ul style="list-style-type: none">• High youth unemployment• Harmful practices like early marriage, child labor, etc• Improving infra structures like roads favors project implementation	<ul style="list-style-type: none">• Positive change in the telecom sector is expected/more service providers coming in• Ease of doing business• Information sharing• Possible incentive for use of mechanized farming for adjusting agricultural farming practices
Environment	Legal
<ul style="list-style-type: none">• Land degradation in the project areas;• Government's aggressive green movement/tree seedlings plantation campaign for the coming years ;• Fragmentation of land for agricultural activities;	<ul style="list-style-type: none">• Land certification (expand the ownership title of the farmers);• Different directives from CSO based on the new legislation; mostly having positive impact to NGO's work;



Vision

“To See Prosperous and Resilient Community”

Mission

Empower the community for self-reliance and sustainable development that ensure safe environment for children and disadvantaged groups through respecting their rights, adoption of modern technologies and models.

3.3. CORE VALUES AND GUIDING PRINCIPLES

Professionalism:

Professionalism includes aspiring for excellence in doing things, demonstrating competence in the work we do, and ensuring accountability.

Participation:

FC promotes community participation and ownership in all the things it does, works with and through community structures at all levels of the project cycle and during inception and designing of programs.

People/planet Centered:

FC, in all its engagements, shall give due respect to people, and shall put the rights of children, women and disadvantaged groups, and the community and the planet they belong, at the center of its operations.

Proactive:

FC will give an open eye and adopt new technologies and ideas, be proactive to take new initiatives to promote the well-being of our people as well as to realize our vision, mission and values.

Partnership:

FC will work with all stakeholders in a genuine collaboration and partnership spirit, share experiences and resources with the aim of creating synergy, and opens itself for constant and continuous learning.

3.4. CRITICAL ISSUES

3.4.1. CHILD RIGHT VIOLATION (DENIAL OF CHILD RIGHTS)

Child labor exploitation and illegal migration of children: in FC intervention areas, there are different types of child right violations affecting the adequate growth and development of children.

Prevalence of harmful traditional practices: Despite the many efforts made in eradicating HTPs by different actors, still some practices remain prevalent due to poor awareness and deep rooted culture. FGM and early marriage are some of the prevalent harmful traditional practices.

3.4.2. LIMITED PARTICIPATION OF WOMEN IN SOCIAL AND ECONOMIC DEVELOPMENT:

Women are in disadvantaged position due to poor awareness of the community and stereotyped gender roles assign to them. The existing social and economic system in the rural parts of the country overlooks the role of women for sustainable development. Women are highly dependent on the income of their male partners and they are exposed to different economic and social crises. In addition, their participation and decision making power at household and community level is limited.

3.4.3. AGRICULTURAL PRACTICE, LOW PRODUCTIVITY, SUSTAINABLE LAND MANAGEMENT, NATURAL RESOURCE DEGRADATION, DECREASING SOIL FERTILITY, CLIMATE CHANGE,

In Amhara and Oromia regions in general and in the operational areas of FC in particular, the natural environment, specially the agricultural field, is characterized by land degradation, gully formation, soil infertility, and deforestation and overgrazing. These factors are resulting in low productivity and food shortage at household level and provoking different types of disasters and risks.

3.4.4. LIVELIHOOD IMPROVEMENT AND FOOD SECURITY:

Constraints affecting the youth include among others: (i) high rate of youth unemployment vis-à-vis less employment opportunities available to accommodate the need; (ii) small landholdings of families to share to the youth; and (iii) limited involvement of the community and stakeholders in job creation activities in a sustainable manner. And this has resulted in high irregular migration of the youth inside and outside the country in search of livelihood options.

The existing social system has less recognition on the potential of rural women in enhancing the overall development of the community.

Women's role in the productive sector is given less attention;

they have less access to the productive assets including financial services and inputs. Their participations and decision making ability in social and economic institutions and at household level is limited.

Smallholder farmers are also affected with the limited livelihood option which is mainly dependent on agriculture. The agricultural sector is characterized by low productivity leading to low income and results in income and food insecurity at household level.

3.4.5. CAPACITY AT ALL LEVELS FOUND WEAK

community capacity building/CCB interventions to ensure community ownership of projects, staff capacity building interventions for quality program implementation including monitoring and evaluation capacity,

and government stakeholders capacity building to ensure sustainability of project activities are critical interventions in this strategic plan.

FC has missed the importance of image building and branding for institutional development. Human resource development is also a critical issue to keep its performance to the higher standard possible.

3.4.6. CROSS CUTTING ISSUES

Gender, youth, HIV/AIDS, family planning, disability, hygiene and sanitation are some of the issues that need to be considered in the project areas for comprehensive change at the household levels.

Goal

The goal of FC is to contribute to the national effort of promoting enhanced and sustained livelihood of the disadvantaged grassroots communities and to tackling the root cause of child vulnerability in its operational areas.

4.2. STRATEGIC OBJECTIVES

4.2.1. Promotion of Child Protection and Development (PCPD):

To change the life of children through the protection of their rights and availing quality education to them starting from their formative ages;

Child Right Promotion

- ▶ Create forums to raise awareness on national and international covenants
- ▶ Nurture positive cultural values that favor children

Child Protection from

- ▶ Different forms of abuse and exploitation, harmful traditional practices
- ▶ Abuse in unsafe school environment (create safe school environment)

Child Development

- ▶ Promoting early childhood education

- ▶ Promoting nutrition and proper feeding
- ▶ Life skills training (meaningful child participation)
- ▶ Promoting access to quality primary education

Response and Rehabilitation

- ▶ Support vulnerable children and rehabilitate from street life and different forms of child rights violations
- ▶ Support survivors of sexual violence

4.2.2. Socio-economic empowerment of Women (SEE-Women):

Empower women so that they will change their own status at the community and directly contribute to the lives of children and households as well.

- ▶ Integrated adult functional literacy (adult education)
- ▶ Support women groups (SHGs, SACCOs, etc) for full participation in their community;
- ▶ Support income generating activities (IGAs);
- ▶ Promote skill trainings on selected and identified gaps;

4.2.3. Promote Innovative Agricultural Practices (PIAP):

FC will promote innovative agricultural practices in the project areas with the aim of changing the household food security through enhancing productivity, improving soil fertility, promoting small scale irrigation, and creating awareness on sustainable land management & natural resources. It will do this through the following major interventions:

- ▶ Farmers' learning groups
- ▶ Change in production and productivity
 - Crops (agricultural inputs like organic fertilizer, improved seeds, mechanization, etc.)
 - Animal husbandry (promotion of fodder, Artificial Insemination, cut and carry system ...)
 - Post-harvest management (threshing, storage, etc)
- ▶ Farmers' learning groups
- ▶ Change in production and productivity

4.2.4. Sustainable Land Management and Conservation

- ▶ Natural resource management and development;
- ▶ Promote integrated soil fertility management (crop rotation, fallowing, promotion of organic and green fertilizers, etc);
- ▶ Promote/improve agro forestry and area closure;

4.2.5. High performing sustainable organization:

- ▶ Income generating activities to support programs costs;
- ▶ Strengthen monitoring, evaluation and learning system; document best practices to increase the visibility of the organization;
- ▶ Develop HR development guideline and structure to enhance good working environment to the staff;

4.2.6. Cross Cutting Issues

- ▶ Inclusion of gender, youth and disabilities; in project design, Implementation and reporting;
- ▶ HIV/AIDs, family planning (FP);
- ▶ Promotion of nutrition, hygiene and sanitation;



STRATEGIES

- Promote Right Based Approach (lobby, advocacy, etc.)
- Capacity Building (Institutional and Community Capacity)
- Local Capacity Exploration
Community Conversation (Dialogue) SHG /Farmers Learning Group
- Community Based Training (CBT)

5. RISKS AND ASSUMPTIONS

ASSUMPTIONS

- The political environment will get better and create conducive environment for the operation of civil societies;
- Rights-based approach will be promoted and get attention and support by the government;
- Donors will continue to support FC looking the opportunities created by the political environment in the country;
- Stable macroeconomic condition will be created and the inflation will significantly reduce to manageable single digit level;
- COVID 19` will be globally controlled without creating significant harm on donor financing capacity and human potential.

5.2. RISKS AND MITIGATION MEASURES

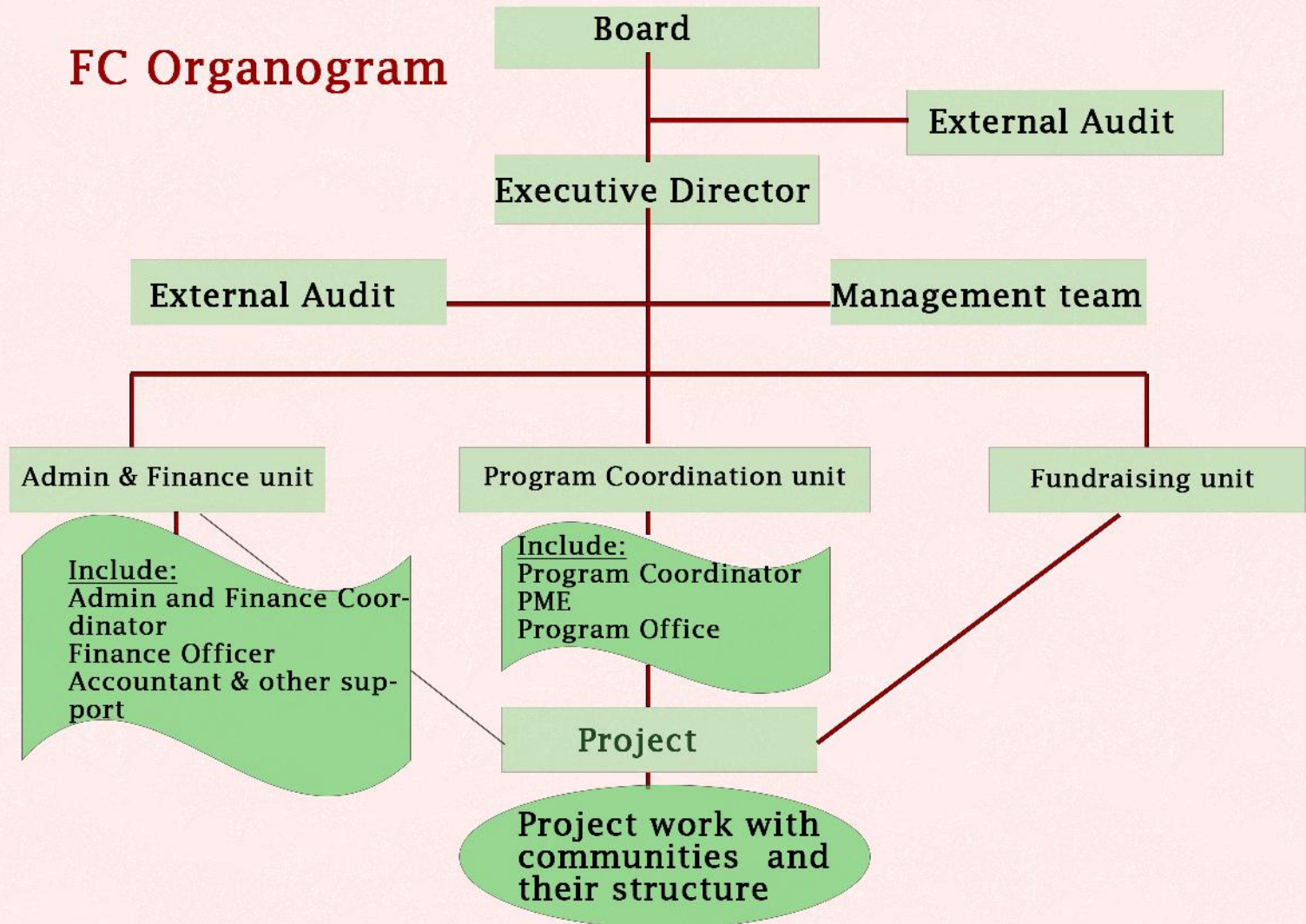
Risks	Mitigation Measures
<ul style="list-style-type: none">• COVID 19 pandemic and its Impact may persist at least the beginning of this strategic plan years;• Double digit inflation that may affect input price;	<ul style="list-style-type: none">• Shift in thematic areas and work to fight the pandemic together with other stakeholders;• Implement policy options that curb supply side challenges in the country;
<ul style="list-style-type: none">• Drop in agricultural commodity price due to highly promoted subsidized mechanized farming at the low land by the government	<ul style="list-style-type: none">• Government should support small scale famers by setting minimum commodity price guarantee;
<ul style="list-style-type: none">• Staff turnover	<ul style="list-style-type: none">• Continuous capacity building training and competitive salary scheme

6. MONITORING AND EVALUATION FRAMEWORK OF THE STRATEGIC PLAN

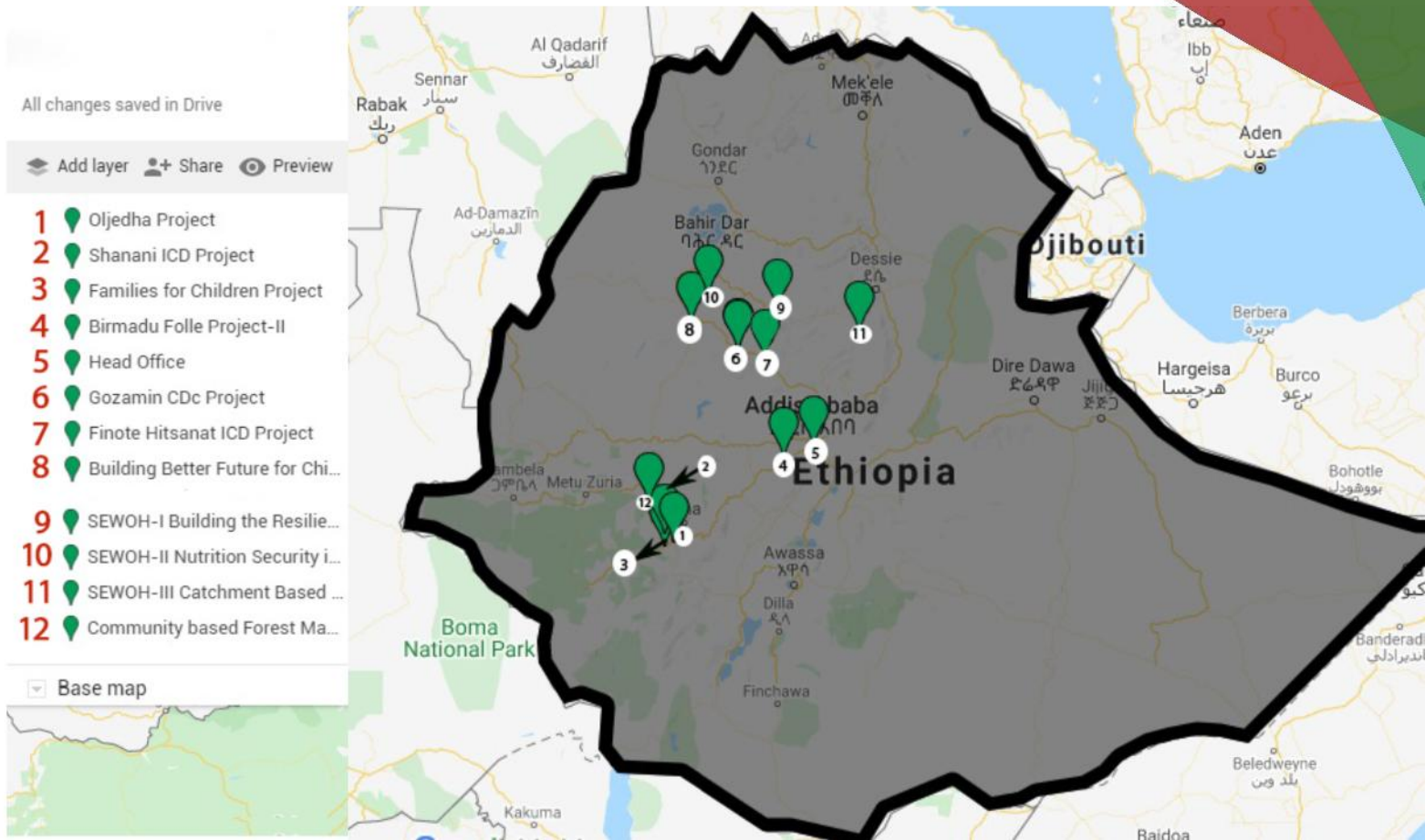
In this process FC collect, collate and analyze data; to learn, share and influence policy related to child rights. FC as described in its mission statement will be measured by the success in contributing to reduce child vulnerability. This also be tracked and shared through in built M&E system.



FC Organogram



FC Operational Areas





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