MELCA-Ethiopia
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Strategic Plan
(2022-2026)



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MELCA-Ethiopia
Phone: + 251-11-550 7172
Fax: + 251-11-550 4554
P.O.Box - 1519 code 1250, Addis Ababa, Ethiopia.
E-mail: melca.ethiopia2004@yahoo.com
www.melcaethiopia.org

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Vision

To see healthy and prosperous people that conserves their bio-cultural diversity.

Mission

To work for healthy ecosystems, resilient communities and critical young generation through developing and institutionalizing innovative approaches and experiences.

Goal

To increase the adaptive capacity to social and ecological shocks of communities and contribute to the creation of a healthy ecosystem and resilient community.

Values

- Diversity
- Bridging Gaps
- Resilience
- Local Ownership

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Acronyms

BAU Business As Usual
BR Biosphere Reserve
CCAs Community Conservation Areas
CRGE Climate Resistance Green Economy
CSA Civil Society Agency
CSO Civil Society Organizations
EBI Ethiopian Biodiversity Institute
EG Environmental Governance
ESS Energy Saving Stove
GHG Green House Gas
IGA Income Generating Activities
MELCA Movement for Ecological Learning and Community Action
MoA Ministry of Agriculture
NGO Non-Governmental Organizations
NPA Norwegian People Aid
PFM Participatory Forest management
PFMAs Participatory Forest management Associations
PHE Population, Health and Environment
PPMERL Participatory Planning/budgeting, Monitoring, Evaluation, Reporting and Learning
SNS Sacred Natural Sites
SEGNI Social Empowerment through Group Nature Interaction
SLOC Strengths, Limitations, Opportunities and Challenges
SP Strategic Plan
SSNC Swedish Society for Nature Conservation
TOC Theory of Change
UN United Nations
WCAs Wet land Conservation Areas

Message from MELCA- Ethiopia Board

Dear Esteemed Partners and MELCA-Ethiopia Team!

This Strategic Plan (SP) emerges out of sincere and critical internal and external evaluation of challenges, opportunities, strengths and weaknesses of the implementation our past SP.

The Board also learned that this SP preparation benefited from the findings of scanning current and future relevant trends in political, social, environmental and economic spheres nationally and around the globe. Thus, the board is convinced that this SP will provide a strategic approach towards program and project design and implementation and the realization of the vision and Mission of MELCA-Ethiopia.

The Board is of the opinion that the SP will give a sense of institutional direction and a framework for a purposeful course of action to build resilient communities and ecosystems. It also serves as a guiding strategy for partnership with local and international actors, partners, stakeholders and beneficiaries towards mobilizing them to a common and shared values and agendas of common interest.

MELCA-Ethiopia's Board is hereby would like to express its appreciation to the David and Lucile Packard Foundation and all involved in the preparation of this SPM. The Board is thus contented to approve and confirm its readiness to closely follow and use the SP.

The Board is also committed to make reference and provide close leadership, follow up and support to the Management Team of the organization in order for MELCAEthiopia to create high impact on its thematic and/or strategic engagements using this SP.

Members of the Board of MELCA-Ethiopia, therefore, call upon all our partners, stakeholders and beneficiaries to join us in our effort to effectively implement this SP. We equally, urge the management and staff members of MELCA-Ethiopia to pay attention to the proper implementation of this SP with enhanced interest and commitment.

Mellese Damtie (PhD)
Chair Person of MELCA-Ethiopia Board

Message from MELCA- Ethiopia Executive Director

Dear Respectful Partners and Colleagues,

The preparation of MELCA-Ethiopia's Strategic Plan is necessitated by a number of factors. Firstly, the initial plan has expired, secondly there is a fast changing internal and external dynamics that require an enlarged desire to strategize approaches, address emerging issues and expand areas of interventions based on assessing internal and external factors.

Accordingly, MELCA-Ethiopia recruited a consulting firm to critically and independently scan the internal and external elements by assessing Strengths, Limitations, Opportunities and Challenges surrounding our organization taking the past performance and future course of action into account. This process was iterative and participatory that involved key stakeholders, beneficiaries, partners, staff members and governing bodies of MELCA-Ethiopia.

The current Strategic Plan (SP) charts out the major programs goals, strategies, outcomes, program issues, outputs and key activities drawn based on the last five years practical implementations learning and future insights. It also suggests the indicative budget required, and monitoring and evaluation arrangements.

I trust this SP will give us a correct pathway and focused framework to achieve our mission and work towards our vision. I therefore, call upon all our staff members to own and implement it with zealous commitment and professionalism.

I would also like to extend my sincere gratitude to the David and Lucile Packard Foundation for itsgenerous financial support for the preparation of "MELCA-Ethiopia's Strategic Plan", for the period of 2022 to 2026.

I trust all our existing partners (Swedish International Development Agency (SIDA), Swedish Society for Nature Conservation, Karl KÜbel Stiftung (KKS), SOS Faim Luxembourg, SOS Faim Belgium, SWF Immersion Foundation and Scott Fitzmorris, AFSA, ABN, etc.) will pay attention to our SP to broaden their engagement. Likewise partnerswho share common vision and mission with us pay heed and established partnership to support us in the implementation of our SP. Accordingly, I earnestly appeal to all partners to work with us to effectively implement our SP.Furthermore, my sincere and special appreciation also goes to Connect Development and Training Consultants for the development of this SP.

I would further like to thank the General Assembly leadership, members of the Board, and members of management and staff of MELCA-Ethiopia, for their critical contributions in the design of this SP and look forward for their usual unwavering support its implementation.

Solomon Kebede, MELCA-Ethiopia,
Executive Director,

1 Background

1.1. Establishment And Legal Status

Movement for Ecological Learning and Community Action-Ethiopia (MELCA-Ethiopia) was founded in 2004 as a non-profit and non-governmental organization (NGO). The name symbolizes the commitment of the organization to connect young and elders, nature and culture, formal scientific and traditional ecological knowledge. MELCA-Ethiopia was re-registered in accordance with the Proclamation No. 1113/2019 on the 14th November, 2019 as per the new Civil Society Organizations Proclamation.

Our programmatic framework is grounded by the "theory of change" that mainly posits the to bring about changes in behavior, policy orientation and adoption of sustainable practices. Accordingly, we embarked on a range of strategic programs such as: agro-ecology, environmental governance (EG), Eco-friendly livelihoods improvement, and Child, youth and women, empowerments programs, while the latter serve as cross-cutting program that embodies Population, Health and Environment (PHE) and Gender elements.

MELCA-Ethiopia therefore by implementing the above strategic program strives towards the attainment of its mission, namely empowering communities, creation of healthy ecosystem and critical young eco advocate that conserves their bio-cultural diversity. This will be implemented in the respective targeted localities, at regional and national level at large while staying connected with international networks. Likewise, while we carry out our mission we work in close partnership with several local and international NGOs, multilateral organizations, national and regional networks, government organizations, as well as public Universities. We, currently, operate in Oromia, Amhara, Southern Nations, Nationalities and Peoples (SNNP), Gambella and Benishangul Gumuz Regions.

1.2. Governance

Our organizational structure has three main governing bodies: General Assembly (GA), which constitute the members of MELCA-Ethiopia. 5 members Board of Directors, and the Executive Office. The GA is the supreme organ of the organization which gives ultimate directions and approval on broader organizational concerns, annual work plan, report and budget and related major policy issues. The Board is responsible for strategic guidance and follow-up of the implementation of policies, strategies and programs as well as for resources mobilization. The executive contains the office of secretariat led by the Executive Director and is responsible for the day-to-day operations of the organization. Currently, MELCA-Ethiopia has over 35 employees (7F and 28M). MELCA-Ethiopia has also an external technical and resources mobilization advisor designated by the board.

1.3. Donor Partners

The major sources of our funds are foreign donors. The table below provides a summary of our donors.

Table 1: Donor- partners

SN	Donors	Support Duration
1	Norwegian People Aid (NPA)	2007-2015
2	Heinrich Boll Foundation	2009-2012
3	The Development Fund (DF)	2012-2017
4	Swedish International Development Agency (SIDA)	Since 2014
5	Swedish Society for Nature Conservation (SSNC)	Since 2008
6	Finland Embassy	2008-2013
7	EU	Since 2013
8	Frankfurt Zoological Society (FZS)	2012 - 2013
9	Austrian Development Fund	2010-2012
10	Bread for the World (BfW)/Protestant Agency for Diakonie and Development (PADD)	2016 -2021

11	David & Lucile Packard Foundation	Since 2016
12	Karl KÜbel Stiftung (KKS)	Since 2018
13	Deutsche Gesellschaft fÜr Internationale Zusammenarbeit GmbH (GIZ)	Since 2016
14	SOS Faim Luxembourg	Starting from 2021
15	SOS Faim Belgium	Starting from 2021
16	SWF Immersion Foundation and Scott Fitzmorris	Starting from 2021

1.4. Country Situation

Location

EEthiopia, Ethiopia, the second populous country in Africa next to Nigeria, is the home of about 90 million people[1]. Updates from Worldometer (2020), however, estimate the population of the country at around 115,691,975[2]. Ethiopia is located in the horn of Africa, bordering Eritrea in the North, Djibouti and Somalia in the East, Kenya in the South, Sudan and South Sudan in the West. The country stretches from 3oN of the equator to 15oN latitude and from 33oE to 48oE longitude, and has an area of 1,127,127km^2. Ethiopia is characterized by rugged and mountainous topography with the altitude ranging from 4,620m above sea level at Mount Ras Dashen in North Gondar to a low of 110m below sea level in the Dalol Depression of the Afar region. The environment in Ethiopia is endowed with farmlands, lakes, rivers, livestock, forests, woodlands, grasslands and wildlife.

Key features of the Country's Natural Resources and Biodiversity:

It has 10 ecosystems and 18 major and 49 minor agro-ecological zones that are inhabited by an amazingly great diversity of plant, animal, and microbial genetic resources[3].

1 CSA (2013), Population Projection of Ethiopia for All Regions at Woreda Level from 2014 – 2017
2 https://www.worldometers.info/world-population/ethiopia-population/: Downloaded on Oct 06/2020@12:30 AM
3 IBC (2015). Ethiopian National Bidiversity Strategy and Actio PLan

Crops Diversity

Teff, sorghum, wheat, barley and maize are the major cereals grown in the country. Ethiopia is also known as a center of diversity for many pulse crops, including faba bean, chickpea, lentil, grass pea, cowpea and field pea. The country is endowed with a number of oil seeds species such as Ethiopian mustard, noug, sesame and linseed for which Ethiopia is considered as a center of origin or diversity. Six species of Cabbage (Brassica) are being cultivated in Ethiopia. Similarly, there are indigenous cultivated and wild species of cotton[4]. There are also neglected/underutilized crops which are not widely grown by farmers in Ethiopia. These include Finger millet, Pearl millet, Emmer wheat Pigeon pea., Hyacinth bean, Fenugreek , Lupin and Yam[5] .

Horticultural Plants

Diverse root and tuber crops, fruits and vegetables, stimulants, herbs and spices are cultivated in Ethiopia. The most important root and tuber crops of Ethiopia are enset (Ensete venricosum), anchote, Ethiopian potato) and yams (Dioscorea spp.). Other root crops that occur in the country include taro, tannia cassava , potato and sweet potato . About 38 fruit plant species are cultivated in Ethiopia. Among these, pineapple, papaya, sweet orange, mango, banana and avocado are naturalized to the Ethiopian agro-ecologies and have many varieties (IBC, 2012b). Likewise, widely cultivated vegetable species include pepper, garlic, shallot, tomato, cabbage, carrot, beetroot, pumpkin and okra. The most important stimulant and beverage species that are found in Ethiopia are coffee, chatt, tea and shiny-leaf buckthorn . Ethiopia is either a center of origin or diversity for spices like Ethiopian cardamom, long pepper, black cumin, cumin/bishop's weed , coriander, thyme and fenugreek[6]. However, there is no system to maintain such multifunctional diversity and very important food crops such as enset but rather few cereals are dominating the production.

4 Engels, J.M.M. and Hawkes, J.G (1991). The Ethiopian gene centre and its genetic diversity. In: J.M.M. Engels, J.G. Hawkes and Melaku Worede (ed). Plant genetic resources of Ethiopia. Cambridge University Press, Cambridge Pp: 23-41.
5 IBC (2015). Ethiopian National Bidiversity Strategy and Actio Plan PP18
6 IBC (2016) , Ethiopian National Biodiversity Strategy and Action Plan

Plant diversity

This varied ecological setting in the country has enhanced evolution of various life forms including more than 7000 species of vascular plants, of which about 12 % are believed to be endemic. The total number of woody plants (including trees, shrubs, bushes and lianas) is estimated to be 1000 out of which about 300 are estimated to be tree species[7]. On the other hand, according to review of works of several authors, (Hedberg and Edwards, 1989; Phillips, 1995; Edwards et al., 1995, 1997 and 2000; Hedberg et al., 2003 and 2006; and Mesfin Tadesse, 2004) compiled by Tesfaye Awas (PhD), there are 476 endemic plants in Ethiopia.

Animal Diversity

75 breeds of cattle, sheep, goat, and equines, 5 species of honeybees, 284 species of wild mammals, 861 species of birds, 201 species of reptiles, 200 species of fish, 63 species of amphibians and 1,225 species of arthropods. Of the wild fauna resources; 29 mammal, 18 bird, 10 reptile, 40 fish, 25 amphibian and 7 arthropod species are endemic to the country. Honey-bee species are economically the most important species in the country. About 80% of Ethiopian farmers use animal traction to plough their fields. The value of the animal draught power input into arable production can be estimated at 26.4% of the value of annual crop production. This calculation transfers 26.4% of the value of the production of annual crops from the arable to the livestock subsector. Based on these figures, nearly a third (31%) of the total gross value of livestock output is represented by the value of animal draught power as an input into crop cultivation[8].

Microbial Genetic Resources

Microbes play pivotal roles in preparation of traditional foods and local drinks both in the rural and urban areas of the country. Traditional foods such as Injera, Kocho, Bulla and Cheese, and local drinks such as Tella, Tej, Borde, Cheka and Areke are the means of livelihood and sources of income for millions of rural and urban communities of the country.

7 Forest Genetic Resources Conservation Project German Development Cooperation (GTZ) Institute of Biodiversity Conservation and Research (IBCR) July 2002 Addis Ababa

8 IBC (2012).Ethiopian National Strategy and plan of action for conservation, sustainable use and development of animal genetic resources (draft).

In many part of the country, several species of mushroom are considered as delicious food, and currently small scale mushroom farming is emerging in urban areas benefiting thousands of low income households with economic contribution. With growth of agro-industries such as dairy, beverage, food and ethanol production, and health sector, contribution of microbial genetic resources to national economy is increasing over time. Yields of pulse crops depend on available soil nitrogen fixing microbes[9].

Cultural Diversity

Ethiopia is a country of cultural mosaic. Associated with these diverse cultures, the country owns diverse community knowledge and innovations including that of conservation and use of biodiversity[10]. However, there is no system to recognize such knowledge system and effort to integrate into formal education and research to co –evolution of knowledge and innovation.

Nutritional and food

According to the 2016 Ethiopian Demographic and Health Survey report [11], the prevalence of stunting (short height-for-age, 38%), underweight (low weight-for-age, 24%) and wasting (low weight-for-height, 10%) show the poor nutritional status of children under five. The same report also indicated that 20% of women of reproductive age were underweight (body mass index [BMI] < 18.5 kilograms [kg]/metre [m]2) and 13% overweight (BMI > 25 kg/m2). This reveals that Ethiopia faces the triple burden of malnutrition, overweight and obesity, and micronutrient deficiencies.

9 IBC (2015) National Biodiversty startaegy and action Plan (2015-2020) PP -36-37

10 I bid

11 Central Statistical Agency (2016)- Demographic and Health Survey 2016 Addis Ababa, Ethiopia

1.5. TRENDS IN INTERNATIONAL DEVELOPMENT PARTNERSHIP

A sustainable development goal (i.e., Agenda 2030) set 17 goals that are relevant to environment and natural resources, food and nutritional security, gender, poverty sustainable development, helps to conceptualize the trends in international development partnership. Besides knowing these agendas, it is important to understand the policy changes undertaken within Ethiopian that significantly influence the works of CSOs like MELCA-Ethiopia. Programs and interventions that are systematically aligned with these global and national priorities will attract all sorts of resources and partnerships which can be guided by the UN Addis Ababa Action Agenda (2015). In this connection all program interventions of MELCA-Ethiopia are relevant to the contribution of the achievements of SDGs at national level. For instance Agro ecological practices have been found to be an important contributor to food and nutrition security and have been mapped out to contribute to 10 of the 17 SDGs (UN, 2015)[12] through integrated practices that cut across many areas (FAO, 2018c)[13].

12 UN 2015. Transforming our world: the 2030 agenda for sustainable development. A/RES/70/1. In Transforming our world: the 2030 agenda for sustainable development. A/RES/70/1. New York, USA

13 FAO 2018c. FAO's work on agroecology. A pathway to achieving the SDGs. In FAO's work on agroecology. A pathway to achieving the SDGs. Rome: FAO.

2 The Policy Environment

We understand that we are operating in dynamic social, economic and political environments. The following major progresses are made in the national and global policy environments.

Commitment to reduce Green House Gases (GHG): The Government of Ethiopia (GoE) has produced various policy frameworks, legislations and has signed relevant international agreements and conventions[14] to reduce GHG. Ethiopia targets to decouple its economic activity from carbon intensive development path ways by adopting carbon neutral economic growth pathways and reduce its GHG emission to 145 MtCO2e (64%) from the projected estimates of 226.6 MtCO2e in 2030[15].

Ecological issues within other laws: Ethiopia has incorporated ecological and environmental issues in its major policy and strategy documents including the 1995 Constitution. The 2012 National Strategy and Action Plan for the Implementation of the Great Green Wall Initiative is another government measure[16].The environmental policy and Climate Resilient Green Economy (CRGE) initiatives are important directions of the GoE[17].

The CSO environment: The GoE has replaced proclamation No. 621/2009 by proclamation No. 1113/2019 which gives freedom for CSOs to choose the sectors (including in engaging in advocacy), right to own, administer and transfer movable and immovable property and move their properties from one area to another, implement project activities on their own or provide financial and technical support to other organizations. It also provides for right to engage in any lawful business activity in accordance with the relevant trade and investment laws and right to solicit, receive and utilize funds from any legal source to attain their establishment objective[18].

[14] MELCA Mahiber (2009), Overview of Environmental Impact Assessment in Ethiopia, Gaps and Challenges

[15] USAID (2015)

[16] USDA (2012), Ethiopia Grant and Feed Annual Report

[17] FDRE Environmental Policy (1987)

[18] FDRE (2019), Proclamation No. 1113/2019: Organizations of civil society proclamation

In addition, the GoE introduced the International Public Sector Accounting Standards (IPSAS) which improves transparency and accountability among civil society in managing resources.

Forestry policy and legislation: The natural resources conservation strategy (1997), the Ethiopian Forestry Action Plan and the National Action Plan to Combat Desertification, National Forest Sector Development Program (MEFCC, 2017), Forest Genetic Resources Conservation Strategy of Ethiopia (2012), are among the most relevant policy initiatives of the government to confront forest resources degradation. The policies provide the regulatory framework for the management and development and utilization of public forests, pricing and marketing of forest products, public forest enterprise management and roles of private-sector in forest development and management. The CRGE strategy, Water Resources Management Policy, National Policy on Bio-diversity Conservation, Energy Policy, Forestry Conservation, Development and Utilization Proclamation No. 94/1994, Forest and Wildlife Conservation and Development Proclamation (No. 192/1980), exploitation of private forest regulations (Reg. No. 346 of 1968), rural development policy and strategies and federal forest law are the major legislations available that intended to address the sustainable natural resources conservation, sustainable development and uses.

Food and Agriculture Related Policies: Ethiopia has a number of policies including but not limited to Agriculture Development Led Industrialization strategy (2003) which focuses on ensuring food security through increasing food production and income enhancement as well as integration of environmental protection works. The food Security strategy (2002) on the other hands advocates for specialization in oil seeds, fruits, vegetables and livestock in order to generate cash incomes from diversified agricultural export market. However, the Food and Nutrition Policy (2018), exceptionally advocates for the recognition of citizens right to food and nutrition security, as well as promotion of food and nutrition literacy.

3 Organizational Performance

3.1. Program Performance

MELCA-Ethiopia pursues four major programmatic interventions. The following highlights the key achievements in the past strategic period.

3.1.1. Environmental Governance (EG) Program

Major Program achievements include:

Restoration of degraded areas and local biodiversity: Indigenous plant species are protected and regenerated in 26 legally recognized and community managed Sacred Natural Sites covering about 126 ha of lands. A number of wetlands restored through area closure and banning of draining practices. Additionally, areas abandoned as degraded were conserved through community conservation works. In several schools green gardens planted with local indigenous species (Junipers, Hagenia, Olea, and Ficus) and those having medicinal values are established. Under households, public and private organizations important tree seedling gudifecha/adoption or custodianship was promoted. In the Community participatory forest management areas, wildlife (Civet and Mountain Nyala (endemic species)) returned and biodiversity revived, degraded land restored through various soil and water conservation interventions such as physical and biological works.

Adoption of different sustainable EG approaches/strategies: Different EG strategies and approaches, including Biosphere reserves (BR) Sacred Natural Sites (SNS), Participatory Forest Management (PFM), Community based conservation Areas (CCAs), Gudifecha (adoption of indigenous tree seedling), wetland management and conservation, were introduced and adopted. In this connection, some notable achievements include the establishment of 14 PFM Cooperation having total members of 1055 (753 male and 302 Female).

These PFM groups demarcate and managing forested area of 14,047 ha. In addition, Communities in MELCA-project areas supported in rehabilitating degraded areas through planting multipurpose and indigenous tree seedlings, and conserved wetlands using area closure.

Facilitated the registration of important biodiversity and bio-cultural sites for their protection and sustainable management: Facilitated the registration of two important forest resources and bio-culturally important landscapes as UNESCO Biosphere Reserves (BRs) sites[19] - Sheka Forest BR (2012) and Majang Forest (2017), covering a total important biodiversity and bio-cultural areas of 453, 674 ha, of which the core and buffer areas of 99,137 ha and 149, 792 ha respectively. In addition, support was given to the preparation, updating and piloting of the implementation of BRs management plans. Furthermore, MELCA-Ethiopia supported enactment of core area protection regulations and initiative for BRs policy formulation. Furthermore, communities in MELCA-project areas target groups were given varieties of supports to partake in the rehabilitation of degraded areas through planting multipurpose and indigenous tree seedlings and physical soil and water conservation works.

Enhanced awareness on regional, national, and international environmental laws and policies: Through organizing a series of advocacy workshops and forums policy and institutional issues discussed and recommendations were made. Likewise, several bio-cultural events, consultative forums, awareness raising trainings organized. Signposts carrying important messages prepared and erected in important areas. Several thousands of awareness raising and educational materials published and disseminated. All the efforts made target the general public, local community groups, policy and decision makers, law enforcement agencies, youth, NGOs, higher learning institutions, etc. As a result of such interventions it was possible to establish a national biosphere reserve network, mobilize communities and key stakeholders to safeguards important biodiversity hotspot and partake in nature conservation works, cases of illegal encroachment brought to justice, and unsustainable land allocation in the name of investment reduced, initiative being taken to develop a BRs policy.

[19] Sheka Forest BR Registered by UNISCO in 2012 [(https://en.unesco.org/biosphere/africa/sheka)], Majang BR registered by UNISCO in 2017 [(https://en.unesco.org/biosphere/africa/majang-forest)]

Supported the institutionalization of EG: by way of engaging concerned government bodies it was possible to facilitate the designation of focal institutions, functional structure, staff and budget for sustainable and proper BR, environmental and natural resources governance at Federal and Regional government levels. Uniquely, MELCA-Ethiopia mobilizes resources and closely follow up the establishment of BR information centre, hall and offices and equipped them with the requisite facilities at Majang Zone level and built their technical and infrastructure capacity. In addition, MELCA-Ethiopia took a lead in the establishment of an open-ended national BR network as information and best practice exchange as well as policy advocacy platform.

Built the capacity of communities and local stakeholders: Enhanced local capacity in participatory resource assessment and management (demarcation, mapping, resource assessment, management plan preparation, and implementation), including use of GIS techniques. In addition, various soil and water conservation and tree seedling preparation skill training was provided. Exchange visits arranged for community target groups to BR and PFM best practice learning areas. Furthermore, seed, seedlings and helpful tools for the conservation works are provided. Moreover, fuels saving stoves were provided to communities in order to reduce pressure on natural resources. Community rangers were trained and supplied with working materials and mobile phone including air time to regularly inspect the forested areas from any possible encroachments. Moreover, several forest fire watch towers were constructed to prevent and manage incidences of forest fire.

Generated important information and knowledge products: IIn partnership with universities and by recruiting consulting firm MELCA-Ethiopia sponsored various studies and researches on natural resources situations, governance, resources and socioeconomic studies and able to generate important information for the general public, police, planning, decision making and further research.

Transfer of bio-cultural and traditional ecological knowledge: Community elders/custodians are transferring ecological knowledge to the new generation through a specially designed program known us Social Empowerment Through Group and Nature Interaction (SEGNI).

3.1.2. Agroecology and Food System Program

Program achievements include:

Farmers organized into Community Seed Conservators Associations (CSCAs): In various Oromia and Amhara Regional states MELCA-Ethiopia's project areas 3 CSCAs established each having more than 300 smallholder farmers' members (men and women). These CSCAs have their own bylaws, committees and engaged in the mobilization of members and key stakeholders in Participatory Varieties Selection, restoration and revitalization of important local seeds and farm environs. They also ensure uninterrupted access and control by farmers over their local seed varieties.

Restoration and revitalization of lost important local seed varieties: MELCA-Ethiopia facilitated and financed a series of participatory variety selection and farmers' field experiments to identify revitalize and restore local seed varieties that are adaptable to the local environment and have nutritional and cultural values. Accordingly, a number of crop varities, that have nutrional and cultural qualities and capcity to withstand biophysical stress, including Wheat, Teff, Barley, Lentil, Niger seed, Chickpea, etc. restored and revitalized.

Improved Access to local seeds and healthy inputs: Farmers' resilience to environmental shocks and climate variability improved due to enhanced access and control over their locally adapted and nutritious seeds, and healthy inputs. This is made possible through seed loan provision and skill building in vermin and compost preparation and promotion of the use of organic inputs. These works contributed to improved health and livlihood, soil health through reduced cost for chemical fertilizer, contamination and hybrid seeds.

Building the capacity of farming communities: MELCA-Ethiopia builds capacity of members of local seed conservators' community associations through construction of two community seed banks. In addition, it engages in the development of skills of community members in areas of agrecological principles and importance of local seed varites and associated tradtional knowledge. Tailor made technical training in areas of intercropping, crop roation, intercropping, compost making, seed conservation and management, etc, is provided. As a result, farmers are strongly working on the management of seed bank, restoration of on-farm diversity and practicing agro-ecological techniques. Furthermore, communities rehabilitated degraded lands through building physical and biological structures.

Policy advocacy and knowledge management: MELCA-Ethiopia has sponored a number of studies in the areas of food related policies, agriculure and food mapping. Furthermore, compiled best practices regarding local sustainable food production, tradtional knolwedge and seed and food diversity. It has aslo organized a series of agriculture and food system dialogues and advocate for atranstion to agrecological food system. MELCA-Ethiopia further took initaive to draft agroecology based policy framework for consideration by government and all concerned as important policy direction to exit from Industerial agricultural model that creates health, climate, biodiversity, livelihood and environmetal crisises. Besides, MELCA-Ethiopia organized a community based food and seed food faires to promote the importance of loal food varieties, associated tradtional Knowledge and role of smallholder farmers and women in agriculture and food system as well as to resist the push for GMO, monoculture based, export oriented cluster and contract farming practices. MELCA-Ethiopia, plays an important role in strenthening Ethiopia Agroecological network and actively partake in Allinace for Food Sovernighty in Africa. As a result of our advocacy and awerness creation we have managed to create intrest and entusiasm among communities, key stakeholders and partners about the need to transit to agrecological based agriculture and food system.

3.1.3. Eco-friendly-Livelihood (Community Resilience building) Program

Under Eco-friendly livelihood program interventions it was possible to contribute to the improvement community livelihood in a number of ways as briefly described below:

Organizational Support: Facilitative support was given to communities to organize themselves into Self Help Groups, cluster level associations, PFM cooperatives, business groups, Young women Can do it Clubs, etc. Familiarization with model bylaws, structures or organizing into committees and support for registration was helpful to mobilize their members and function as an independent entity. As a result of such support it was possible to engage communities in environmental and social stewardship functions. Notable achievement is promotion of the culture of saving, credit and revolving fund management, social cohesion, engage partners and stakeholders and working towards a collective vision.

Capacity and Skill Development: Target communities were given various skill upgrading and management trainings. These include, entrepreneurships, simple business plan development, financial management, leadership and team management. They have also received special training in pottery making, Energy Saving Stove (ESS) production, Poultry, apiculture and beehives construction, compost making, seedling preparation, fruit and vegetable production, fattening, etc. In addition, MELCA-Ethiopia creates oppertunity for market linkage, supplies community groups with production tools and equipment crtical for the success and managment of their buisness. These include, scales, water pumps, genertors, construction materials, construction of stores, vendores, seeds, beehives, office furnitues and utilities, ESS, Solar energy and other logistic supports. Likewise, MELCA-Ethiopia construct water points to human and animal use and provided medical equipment and medicices to local helth posts and centres. All these trainings, material and logistic supports help them to partake in diversified gainful income genertng activities of their choice, indvidually or in group. In addition, enahanced access to social service, such as to local water supply and helath posts and centers.

Improved access to credit and financial resources: MELCA-Ethiopia Introduce the culture of saving through introducing an agreeable but obligatory regular membership saving. In addition, MELCA-Ethiopia injects substantial amunt of financial support in sink and revolving fund manner. In this case, 80 % of each project fund goes into project/program. A good percentage of which was allocated for community development. In each project more than 200, 000.00 birr is allocated as a revolving fund to be made avilable for zero intrest credit to members, who desire to partake in a viable buisness of their choices. These fund is joinly managed by the committee, MELCA-Ethiopia and Local focal government organizations. Due to these improved access to financial oppertunites, members are able to take loans on average 4 to 5 times a year. Subsequently, now on average most mebers have an annual income of of 6,000 birr, with some members even reached at 10, 000 birr. Crosspondinly, their saving capital and regualr contribution is increaseing and loan repayment rate is more than 90 %. These support create opportunities for communities to partake in on or off-farm Income Generating Activiries (IGAs) and to be able fulfil immediate needs of their families & send their children to school, reduce dependence on their spouse and have economic decsion making power at household level and improve their social standing.

3.1.4. Women, Youth and Children Empowerment Program

The Women, Youth & Children Empowerment program focuses on the creation vibrant critical young generation that preserve their biocultural value system and play an expmlary role in environmental, social and cultural stewardship. The following are among the notable achievements of the program in past SP period.

Promotion of Intergeneration learning: MELCA-Ethiopia through its unique approach recognized by African Union, Known SEGNI facilitated the transfer of traditional Ecological and cultural knowledge from elders custodians of TEK to a number of young (girls and boys) generations. In each session 20 youth (10 girls and 10 boys) participated and learn about the traditional and cultural nature conservation practices, food and

medicinal importance of natural and value systems as well as self role and place in nature and culture. MELCA-Ethiopia sponsored the preparation of a standard SEGNI guide. A series of SEGNI program involving thousands of youth. This intervention also helps establish school SEGNI clubs. MELCA-Ethiopia supports the clubs establishment and provide with mini media materials and their efforts in raising awareness (Bio-cultural celebration), and mobilization of school and local communities towards bio-cultural value system, as well as establishment of school gardens and cultural huts for preserving and demonstration of the artifacts.

Institutionalization of the knowledge transfer: MELCA-Ethiopia has facilitated the establishment and strengthening of relevant structures. In this connection, the support is made to the establishment, strengthening and networking of Elders TEK custodians Associations, Schools SEGNI clubs. Furthermore, effort is made for education offices to mainstream SENGI in schools education system as in formal curricular activities. MELCA-Ethiopia has also worked closely with culture and tourism offices in its respective intervention regions to promote and advance the SEGNI approach.

Promotion of Quality education and rural girls' school's enrollment: MELCA-Ethiopia played an important role in incorporating quality education starting from upper primary schools (grade 5-8) through scholastic support, sanitary pads, business and vocational skill trainings. MELCA-Ethiopia has also created awareness among family and communities about the importance of girls' education by clarifying on traditional harmful practice and thinking. In addition, provided training teachers on active learning methodology and engaging them in providing tutorial supports to students. Furthermore, efforts were made to create an enabling learning and teaching environment, such as safe drinking water supply, school toilets construction, and strengthening schools libraries. As a result. MELCA-Ethiopia played an important role in increased school enrollment and retaining of children, especially girls.

Promotion of Voluntarism: Strong youth movement observed where youth duly participate on various events and edutainment activities to influence their peer group members and the youth community and partake in social and environmental stewardship.

3.1.5. Cross-cutting programmatic interventions: PHE and Gender equality

Under this programmatic intervention the following main results are obtained:

Creation of awareness about PHE and gender equality: Communities and youth were made aware of the linkage and interdependence among population, health and environment and the need to recognize and ensure gender equality.

Improved access to reproductive health and family planning information and service: Intervention communities started to visit health institutions for maternal and child healthcare and also start using contraceptive methods. Religious leaders started teaching communities about family planning. Partner health centers and health posts brought changes in terms of the quality of basic and reproductive health services. Communities are made aware of traditional harmful practices such as early marriage, abduction and wrong family planning perceptions.

Contribution to enhanced gender equality:

Through a number of interventions MELCA-Ethiopia carried out it is possible to attain the following results among others:

- Women (especially young girls) acquire a sense of assertiveness and collective voice to claim their rights by organizing themselves into SHG and Young women can do it (YWCDI) clubs.
- Due to the outstanding achievement of Young women can do it clubs, visitors are coming to take experience and able to replicate for out of school undertakings
- Selected poor household mothers have got improved income and capacity to manage their micro businesses through provision of seed money and technical support.

- Provision of ESS and renewable energy based equipment improved women access to clean and sustainable energy. In addition, it has also co-benefits of reducing women's exposure to harmful gases and heat while help save their time they spent in fuel wood collection. Furthermore, minimize their exposure to possible abduction and rape.
- School-youth provided with reproductive health, STD and hygiene education as well as how to manage peer groups pressure
- School clubs are engaged in establishment of school parks where they plant tree seedling and contribute to the conservation of nature in their communities;
- Women advisory (Mentor mothers) groups are established and capacitated that improved girls' participation in gender related, management of household family matters and solving domestic violence.
- Improved household, community and administrative decision-making power among women.

Lessons learned

We drew the following lessons as a critical success factors that have enriched our 3rdSP:

Establishment of shared vision and values based partnership: Strong long term partnership and networking with local communities, governments, donors and likeminded groups is important for resources mobilization, diversification and collective efforts to common goals.

Ensuring sustainability of outcomes: We have come to note that through creation of sense of ownership of purposes and adopting a mechanism to jointly plan and monitor with beneficiaries and stakeholders as well as mainstream results, and strategies into government institutions' programs and procedures we can ensure sustenance of results and practices.

Relevance and have a long term impacts: From our past intervention it become widely evident that any interventions must be need based, inclusive, relevant to social, economic cultural and ecological contexts of the locality. It is also important that any intervention must have a strategic and long term impacts and carried out in transparent and accountable manner.

Adopting System approach: Our interventions must be guided with clear vision, strategic goals, systematic, easy to follow guide, procedure and standard and with defined and verifiable results. It is also necessary to use resources efficiently and document best practice and avail to all concerned.

4 The Third SP

This 3rdSP runs through 2022-2026. This chapter of the 3rd SP presents the following:

4.1. Overview

MELCA-Ethiopia has passed through two consecutive strategic planning processes in the past ten years. The processes were initiated and led by the Board and management and were focused to set and plan programmatic directions and organizational issues in order to realize its long term vision and mission. Our practice is that, every five years, we move between phases of our strategy by assessing whether or not our intentions achieved, and identifying strength and weaknesses. This keeps our strategic plan flexible and responsive to evolving policy, institutional and practice related dynamics at various levels, with a view to build on our past successes.

Our third SP planned to effectively guide the organization in the coming five years (2022-2026). The key drivers are the following.

- We have the ambition to refine, diversified and enlarge our programs interventions as per changing and evolving dynamics
- To adopt a systematic and standardized approach in our program engagements;
- To broaden our partner and network basis,
- To be more visible, inclusive, and accountable to our beneficiaries, stakeholders and partners alike.
- We wanted to use the opportunities created by the revised Civil Society Organization proclamation 1113/2019, notably in the areas of policy advocacy

4.2. Methods and Processes

In this SP review and development process we employed external expert led and participatory approaches, that involves, MELCA-Staff members, management, Boar and General assembly leadership and key stakeholders.

4.3. Strengths, Limitations, Opportunities and Challenges (SLOC) Analysis

4.3.1. Organizational strengths

During the 2nd SP period, the organization has been able to maintain the confidences of its stakeholders, mobilized and effectively utilized funds for the implementation of planned activities.

- Newly developed and built systems and working procedures by MELCA-Ethiopia creates a favorable conditions to effectively and efficiently implement its strategic program
- Presence of strong financial procedure, clean audit report and appreciable adoption of IPSAS initiatives.
- Having clear program strategic goals fine tuned with international, national and local priorities and agendas
- Active engement with different global and national forums/ networks, partners and stakeholders and widely positive acceptance by target beneficiaries.
- The realization of positive trends in overall organizational and programmatic performances

4.3.2. Organizational limitations (weakness)

The following were the major internal organizational weakness.

- Inadequate engagement of MELCA-Ethiopia's board-in resources mobilization,
- Lack of effort in domestic based resources mobilization.
- Absence of robust and digital monitoring and evaluation system
- Not well developed knowledge management system, and inadequate visibility

4.3.3. Opportunities

For MELCA-Ethiopia to overcome challenges and strive for success there are a number of opportunities:

- Global and national consensus on the need to take urgent action to cope up with climate crisis and biodiversity losses.
- The world wide understanding and need to transit to more sustainable agriculture (agroecology)l and food system model

- The presence of favorable CSO law to advocate for the agenda of sustainable natural resources management and inclusive development
- Presence of useful community knowledge and higher learning institutions interest in co-creation of knowledge and
- Improved awareness of the general public about the need for sustainable nature conservation and development

4.3.4. Threats

The major threats or external barriers include:

- Population pressure,
- Effects of Climate change,
- Poverty and local peoples' excessive dependence on forest resources.
- Poor EG, including accountability and inclusiveness
- Inflation and instability

4.4. Stakeholders' Analysis

We identify key stakeholders and analyze their level of influence in the implementation of the SP as indicated in the table below.

No	Key stakeholders	Level of Influence		
		Low	Medium	High
1.	**Policy making bodies:** parliaments at Federal and regional states levels			✓
2.	Sectoral government bodies		✓	
3.	Higher level learning Institutions and research organizations		✓	
4.	Community and community structures			✓
5.	Donors		✓	
6.	Networks, consortium and forums		✓	
7.	Likeminded Non-Governmental Organizations		✓	
8.	Private Sector	✓		
9.	Media		✓	

4.5. Strategic Issues

4.5.1. Strategic issues

During the new SP period MELCA-Ethiopia plans to address the following major strategic issues:

A. Environmental degradation and loss of biodiversity

According to National Environmental Law Development and Enforcement Program of Ethiopia (2020-2030)[20], the most prevalent drivers of environmental and biodiversity loss include population growth, poor tenure security, weak land use management, lack of community ownership. Likewise, weak stakeholders' coordination, poor regulation, lack of technological supported monitoring and evaluation approach, absence of standards and baseline data, low infrastructure, poor environmental information systems, limited environmental research and lack of public information and environmental education are also similar factors. These driving factors subsequently lead to soil degradation, (water and air) pollution and loss of biodiversity, expansion of invasive alien species, deforestation and loss of wildlife resources. MELCA-Ethiopia will strive to contribute to the resolution of the underlying factors and consequences by working in partnership with all concerned using various strategies in its EG programmatic interventions.

B. Unsustainable agricultural practices

In Ethiopia, the agricultural practice is dominated by small holder farmers. However, it is under the influence of industrial agriculture production model. The existing agriculture related policy and approach considers the traditional and indigenous seed and breeds as well as the associated traditional knowledge as backward and unproductive. Thus, the policy orientation and the research focus are skewed towards increasing productivity through using high input and "high yield improved" varieties. This approach is also supported by government policy direction of export oriented production. Furthermore, government promotes monoculture, introduction of GMOs and cluster and contract farming. In addition, Ethiopian agriculture is highly exposed to rainfall and temperature variability or climate change.

[20] *Ethiopian Environment, Forestry and Climate Change Commission (CFCCC), Ethiopian National Environmental Law Development and Enforcement Program (2020-2030)*

According to the country Climate Resilient Green Economy strategy' of the total 150 Mt CO2e in 2010, more than 85% of GHG emissions came from the agricultural and forestry sectors. The results of the BAU estimate show that the current pathway for economic development will increase GHG emissions from 150 Mt CO2e today to 400 Mt in 2030 – an increase of more than 150% , the highest increase – adding around 110 Mt CO2e in GHG emissions – will come from agriculture[21].

Such unsustainable farming practice lead to increased land degradation, GHG emission, acidification of soil, displacement of local varieties. These have resulted in food and nutritional insecurity, manifested by high level of malnutrition. We are therefore; plan to contribute to the reversal of policy and practice by way of promoting agroecological and sustainable food system. This will be done by working with smallholder farmers and all concerned to ensure restoration and revitalization of local seed, use of healthy inputs, maintaining soils health, acknowledging local traditional knowledge varieties, preservation of the agro-ecosystem, and co-creation of knowledge. We want also to advocate for the adoption of more comprehensive and sustainable agroecology based production and food systems that ensure food sovereignty.

C. High rural poverty

In rural part of the country there is high prevalence of abject poverty and social inequity due to limited opportunities for livelihood options. Climate change, harmful traditional practices and value systems have also exacerbated the problem. Women and marginalized groups in the society are most vulnerable and affected by multiple poverty related impacts. Thus, poor people are being affected by food and nutritional insecurity, limited access to social services and amenities. As much as possible, MELCA-Ethiopia is desirous of contributing to vulnerable communities' resilience building, among whom, women, marginalized groups and unemployed youth will be the priority target. In the new SP, period, we work to create opportunities for eco-friendly-livelihood options through our community resilience program. In this connection, we will organize community into different functional structures; promote saving and collective effort for change and improvement.

[21] FDRE (2011), Ethiopia's Climate-Resilient Green Economy Green economy strategy

We will also build their technical, managerial, business and capacities. We will create opportunities for improved access to credit and financial resources and markets. Furthermore, we support communities to access social services such as health, education and water supply.

D. Low level of Children, Youth and Women Empowerment

CChildren in rural Ethiopia lack access to quality education. Particularly children from poor family, notably girls are seriously affected by limited opportunity associated with poor school enabling environmental and harmful traditional practices. As a result, low enrolment, girls drop out poor quality education and disparity between girls and boys education are critical problems.

In addition absence of system for traditional Bio-cultural knowledge transfer to children and youth limits the children and youth understanding between nature and culture and several important nature conservation bio-cultural practices and traditional useful natural resources governance. Likewise, there is no mechanism to transfer time tested traditional knowledge from elders' custodians of knowledge to younger generation by way of formal and informal educational approaches. Furthermore, absence of co- creation of knowledge and innovation between traditional and scientific knowledge creates gaps for healthy cross fertilization and learning of knowledge for sustainable natural resources management. This leads to erosion of useful traditional knowledge and associated value system and lack of nature's vanguard youth generation.

MELCA-Ethiopia, to address these problems will enlarge its works towards promoting intergenerational learning for creation of critical and volunteer eco-social advocates of young generation. It will also work for creating an enabling learning and teaching environment, for enhancing access of children to quality education and reduction of school girls drop outs.

It is obvious youth dividend among population is increasing at high rate, so does youth unemployment rate. Thu the youth left vulnerable to socio-economic and nature related crisis. Thus the youth are forced to engage in different undertaking that has direct consequence on the degradation of natural resources in search of means of livelihood,

such as charcoal making, illegal logging and clearing of critical forested areas for agricultural expansion.

It is obvious youth dividend among population is increasing at high rate, so does youth unemployment rate. Thu the youth left vulnerable to socio-economic and nature related crisis. Thus the youth are forced to engage in different undertaking that has direct consequence on the degradation of natural resources in search of means of livelihood, such as charcoal making, illegal logging and clearing of critical forested areas for agricultural expansion. This is associated due to absence of opportunity for sustainable livelihood options, entrepreneurship skills, access to finance and market linkage to engage in off-farm, non-farm and on farm eco-friendly livelihood undertakings. In this connection MELCA-Ethiopia, will broaden its eco-friendly livelihood options in the coming strategic period to contribute to the creation of opportunity for unemployed youth in various ways.

Due to low level of awerness and widely prevailing Harmful Tradtional Practice (HTP) Gender equality and women empowerment has not been sufficently adressed. As a result women, especilly those from poor and marginalized group are vulnerable to various kinds of socio -economic shocks and climate change crisis. Women as a result have not been give the oppertunity to meaningly paratke in design development initaitives and in gainful employment oppertunitties for meaingful empowerment. Considering these multifacted gaps, MELCA-Ethiopia, devise a mechanism to partake and contribute gender euality and women emopwerment. In this regard, in all its project MELCA considers gender issue as a major concern and women as a priority target for economic and social empowerment.

Furthermore, PHE approach will be used as a cross cutting strategy to address child, youth and women inclusivness and empowerment, Furthermore, this approach will adress issues that creates presure on natural resources as a result of high population growth. Thus, broading awerness careation, support related to family planning & reporductive as well strenthening local health post will be the focus of support.

E. Policy Gaps, incoherence and weak enforcement

Ethiopia has issues a number of policies and strategies in the areas of Environment and natural resources, climate change, agriculture, Health and food system. However, they are not widely made aware by the public and key stakeholders. In addition, the existing policies are often incoherent, fragmented, and not comprehensive. They are weakly enforced due to absence of sufficient enforcement mechanisms, notably, technical, institutional and financial capacities as well as monitoring and evaluation arrangements. Furthermore, some of the policies are counterproductive to nature conservation, focused on short term gains, thus demands improvement and introduction of new ones. They also do not encourage local knowledge and innovations. MELCA-Ethiopia, will thus, expand its policy advocacy and awareness creation undertakings by engaging key actors and stakeholders, including conducting policy research, preparation of alternative policy proposal for government consideration.

5 Vision, Mission, Values / Principles

A. Vision

To see healthy and prosperous people that preserves their bio-cultural diversity.

B. Mission

To work for healthy ecosystems, transformed communities and critical young generation through developing and institutionalizing innovative approaches and experiences

C. Overall Goal

To contribute to enhanced adaptive capacities of communities and eco-systems to socio-economic and environmental shocks.

D. Values and principles

MELCA-Ethiopia adhered to and abides by the following values and principles:

Diversity and inclusiveness: Recognize, uphold and promote multidimensionality of socio-economical, cultural, knowledge, ecological and economic systems, as well as advancing right based approach

Bridging the gaps: Work towards bridging the gaps between environment and culture, scientific knowledge and traditional ecological wisdom, intergenerational learning.

Transformative: Strives to build communities and ecosystems transformative capacities by taking into account systems' continuing and dynamic changes.

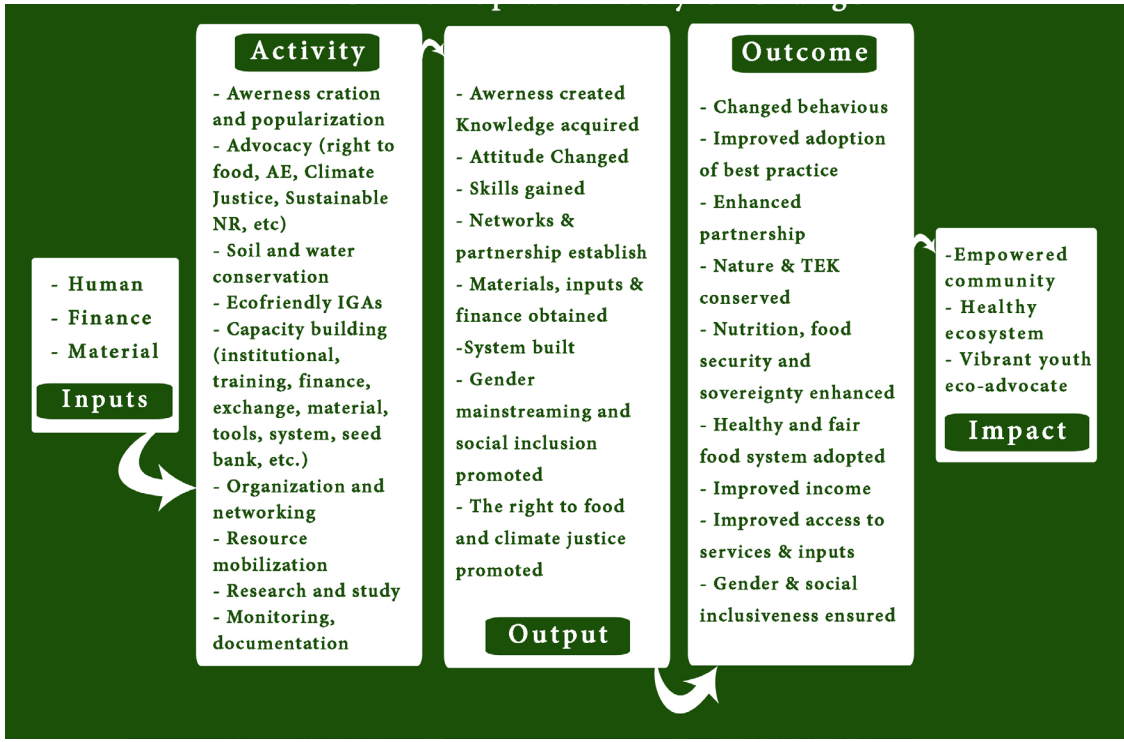
Local ownership: All our initiatives will be guided by local led, felt needs, priorities and authority/sovereignty

Striving for excellence: As a dynamic and unique organization, we strive for excellence by taking into account and learning from evolving multi-factorial changes and trends at various levels.

6 Theory of Change

Our Theory of Change (ToC) shows the logical relationships of our resources and inputs used to rollout our planned activities and drive the results (outputs, outcomes and impacts) that we want to achieve. Our programmatic framework is grounded by the "theory of change" that posits the promotion and application of integrated community-based development approaches. The TOC that befits our resources, processes and results is presented hereunder.

Diagram 1: MELCA-Ethiopia's Theory of Change



6.1. PROGRAM THEMATIC AREAS, GOALS, OBJECTIVES AND INDICATORS

6.1.1. Program Thematic Areas

6.1.1.1. Agro-ecology and food system

i. Concepts and definitions:

Agroecology encompasses ecological, economic and social dimensions. It is the application of ecological concepts and principles to the design and management of sustainable food systems. Agroecological practices aim at improving agro-ecosystems by harnessing natural processes, creating beneficial biological interactions and synergies among their components. As a social movement, agroecology is seen as a solution to current challenges such as climate change and malnutrition, contrasting with the so-called "industrial" model and transforming it to build locally relevant food systems that strengthen the economic viability of rural areas based on short marketing chains, and fair and safe food production. It supports diverse forms of smallholder food production and family farming, farmers and rural communities, food sovereignty, local knowledge, social justice, local identity and culture, and indigenous rights for seeds and breeds. resources, enhance biological processes in the soil, and improve biomass, nutrient, carbon and water cycles. This allows producers to reduce external inputs and costs, while improving the health and resilience of plants and animals, consequently their resilience in a sustainable manner.

ii. Program goal:

To contribute to the formulation, promotion and adoption of agricultural and food system policy and practices that are agro-ecologically sound and socio-culturally appropriate, equitable, just and locally empowering through enhancing farming and indigenous communities' capacity as key agents of change.

iii. Major outcomes of Agroecology and food system Program:

a. Ecological Outcomes

- Positive synergies in the agro-ecosystem created
- Improved nutrient and material cycles in the production system for resources use efficiency
- External toxic inputs minimized & integrated pest management strategies adopted
- Soil health and fertility maintained
- Agro-biological diversity revitalized and restored
- Resilience to Climatic Variations Built
- Enhanced local ecological services (GHG management, water and biodiversity resources, etc)
- Agro-system revitalized and conserved

b. Economic outcomes:

- Short and fair value chains created
- Local economic cycles/local market strengthened
- Income diversified (e.g. crop animal integration)
- Expenses on external inputs reduced
- Local employment opportunity created

c. Socio-cultural Outcomes:

- Value of communities' identity, knowledge and innovations recognized
- Horizontal knowledge transfer realized
- Gender equality and social equity realized
- Healthy, culturally appropriate diet adapted
- Quality of life in rural areas improved

d. Political Outcomes:

- Autonomy over and access to seeds, land, water, knowledge and inputs attained
- Co-decision making by producers and consumers
- The right to food, access and benefits sharing realized,
- Agroecology and food system policy enacted and being implemented
- Policy and practice coherence attained
- Inclusion and representation of vulnerable community groups ensured
- Local level food and seed sovereignty ensured

iv. Program objectives: By the end of 2026:

a. 75% of the direct program beneficiaries will be either employed or run their own income generating activities;

b. The incomes of 80% of those employed or who open their own business will be increased by 80% from the baseline

c. 80 % of the target communities adopted at least basic agroecological practices and principles
d. 70 % of the target communities HHs became self sufficient in their food, seed and nutritional as well as inputs requirement
e. Government adopted policy that promotes agroecology and recognize citizen and farmers right, role and value system
f. Partnership and networking for culture of co-creation of knowledge, advocacy and participatory decision making in sustainable agriculture and food system strengthened and established
g. Local biodiversity and farm ecosystem in 70 % of targeted areas restored and conserved

v. Result indicators:

The following are indicative result indicators of our agro-ecology and food system program component
a. # of beneficiaries participated or adopted agro-ecology practices and principles
b. # of employments created
c. % of household income increased
d. Areas rehabilitated and conserved
e. # publications and policy produced
f. # of networks strengthened or established
g. # of local seed varieties and animal breeds revitalized and restored

vi. Program strategies

a. Promoting ecologically sound agricultural inputs
b. Promoting beneficiaries' agro-ecological best practices
c. Enhancing agroecological technical skills and agri-business knowledge
d. Establishment of community managed seed bank
e. Conducting food and seed fair
f. Policy advocacy and networking
g. Creation of critical mass and local ownership
h. Promoting participatory variety selection and co- creation of knowledge
i. Conducting agriculture and food system related studies and research

6.1.1.2. Environmental Governance

j. Concepts and definitions:

Environmental governance refers to the principles, strategies, policies, practices and institutional arrangements that holds and guides the systems and actors relationships towards natural resources' protection, fair, equitable and sustainable use.

ii. Program goal:

To contribute to the creation of enabling policies, formal and informal practices, approach/model and institutional conditions that promotes inclusive and meaningful conservation and sustainable use of natural resources.

iii. Major outcomes of EG Program

a. Target beneficiaries organized and adopted natural conservation methods
b. Important biodiversity hotspots protected and conserved and ecosystem service enhanced
c. Knowledge, skills and sustainable and locally relevant EG models owned and practiced
d. Scientific and TEK based EG curriculum developed and mainstreamed into formal and informal education system
e. Fair and equitable resources use and benefit sharing as well as nature based solutions realized
f. Useful data generated for evidence based for public awareness, decision making, and sustainable resources management
g. Partnership and networking for sustainable EG strengthened and established

iv. Program objectives: By the end of 2026

a. 90% of our projects beneficiaries organized and adopted locality specific (proven) natural resource conservation practices.
b. 90% of biological conservation measure done by using local indigenous and/or endemic species
c. Government adopted policy, practices and strategies that promote ecosystem resilience and restoration and revitalization of biodiversity.

d. Partnership and networking for co-creation of knowledge, advocacy and participatory decision making in sustainable in sustainable natural resources governance strengthened and established
e. 80 % of targeted biodiversity hotspots (SNAs, BRs, PFMs, Wetlands, etc) studied, demarked, legalized and registered as well as sustainably conserved
f. 70 % of targeted degraded areas rehabilitated and sustainably conserved in a participatory manner
g. 75% of our program beneficiaries apply conventional and/or scientific methods of natural resources conservation on their own plots of lands and partake in local conservation initiatives
h. Bio-cultural and traditional ecological knowledge in targeted areas mapped. documented and effort made to mainstream into formal informal education system
i. Potential eco-investment areas studied and promoted for green investment
j. Critical mass is created and capacity for good EG, climate adaptation are built at different levels of public and community concerned organizations
k. Important information and data generated and knowledge management system put in place in selected locations of project interventions
l. 100% of our project area communities exercise community-based participatory environmental governance rules
m. State and non-state environmental protection actors strengthened their partnership on environmental law enforcement

v. Program strategies are;

a. Promoting eco-friendly biological and physical nature conservation methods;
b. Promote adoption of various nature conservation approaches, such as Gudeficah, PFMA, CCAs, Participatory 3 dimensional Mapping, etc. for the conservation of critical biodiversity and bio-cultural hotspots.
c. Promoting resources use conflict management practices
d. Empowering of communities, local governments and other stakeholders –technical and material support

e. Promote research and publication on EG law implementation
f. Establish partnership and networking for policy and practice advocacy for sustainable EG
g. Organize bio-cultural events
h. Engage private sector –eco-investment
i. Promote inclusive, equity, fairness and right based approach in EG

vi. Result indicators

a. # of program beneficiaries adopting natural conservation methods on their own plots of land
b. # and areas of important biodiversity hotspots protected and conserved
c. # of consultative forums established and experience exchanged and policy or guidance generated
d. # of curriculum developed and mainstreamed into formal education system
e. # of research and studies that generate important information for public awareness, resources planning decision making.

6.1.1.3. Eco-friendly social and economic empowerment

i. Concepts and definitions

Eco-friendly social and economic empowerment program intervention encompass creating ecologically conscious communities that vanguard its natural resources and ecosystem services and promotion of eco-friendly income generating (livelihood) activities. These groups are mostly those organized in various natural resources management community groups such as PFM, Custodians of SNS, Community based Conservation groups, or those engaged in frequent soils and water conservation works. The program will also target unemployed groups who are partaking or having a potential to take part in environmentally damaging activities, such as charcoal making and illegal logging. The interventions are essentially based on non-timber forest products (NTFP) that work in ecologically sound manner. The program also engages communities, notably marginalized groups, women, unemployed youth and encourages private sector actors participation in eco-friendly business and investment options. Besides, environment friendly on farm, off-farm and non-farm initiatives that have multiple ecological, economic, social and health benefits will also be promoted.

ii. Program goal:

The program goal is to create socially and economically empowered community members that are committed to vanguard and enhance the local natural resources and ecosystem services.

iii. Major outcomes

a. Target beneficiaries organized and adopted Eco-friendly and multipurpose sustainable livelihood options
b. Local communities environmental stewardship for sustainable nature conservation and enlarged ecosystem service enhanced
c. Knowledge and skills acquired, assets built, market linkage, access to credit service for sustainable livelihood support established
d. Fair and equitable resources use and benefit sharing as well as nature based solutions realized.
e. Social harmony and economic wellbeing as well as socio-ecological resilience capacity among community groups enhanced.

iv. Program objectives: By the end of 2025

a. 90 % of the project intervention communities assume stewardship roles in natural resource conservation and management.
b. 95% of the program beneficiaries are engaged in eco-friendly and multipurpose economic activities
c. The incomes of target beneficiaries increased by 75% from the baseline
d. 75 % of business or IGAs became sustainable
e. 75% of target beneficiaries became self sufficient to meet their basic needs

v. Program strategies

a. Assist communities in organizing themselves into Self help groups and cooperatives
b. Build skills of community groups in the areas of green business management, marketing, entrepreneurship, healthy agricultural inputs and agroecological production techniques
c. Promote the culture of saving and credit among targets
d. Improved access to financial, market opportunities and social services and amenity
e. Capacitate communities to engage in eco-friendly livelihood options of their choices (on-farm, off-farm and non-farm IGAs) and marketing
f. Provide beneficiaries with the necessary materials, inputs, tools, etc.
g. Promote diversifications of income meeting minimum government IGA's package
h. Advocate and work for the establishment of early partnership with key actors for sustainability of results
i. Promote inclusiveness, equity, fairness, right based approach

vi. Result indicators

a. % of business models or skills sustainably adopted by target groups
b. % of program beneficiaries (disaggregated in gender and/or social groups) that benefited from different eco-friendly economic activities
c. % of program beneficiaries (disaggregated in gender) whose income has improved by 75% from the baseline
d. # Direct and indirect beneficiaries
e. # of community groups or their members engaged in nature conservation
f. Amount of working capital or asset built by individual members or group
g. # business or market linkage established
h. Amount of revolving availed to target beneficiaries and savings made by the same
i. # community groups or individuals accessed credit service

6.1.1.4. Women, Youth and Children Empowerment Program

i. Concepts and definitions

Women, Youth and Children have key roles, useful knowledge, are custodians of nature and biodiversity, endowed with key roles (notably women) in food and agriculture and traditional medicines. They therefore can be important change and work forces in environmental and bio-cultural stewardship. If we thus proactively engage them, use them properly, guide, empower, learn from and collaborate and recognize their

critical contributions and rights in socio-ecological and economic development spheres, it would be possible to bring about significant improvement in nature conservation and sustainable use, food and health system enhancement and Bio-cultural knowledge transfer. However, in rural Ethiopia children, youth and women have limited opportunity for quality education (children), acquisition of bio-cultural knowledge (children and youth), as well as access to livelihood enhancement prospects (finance, market, information, land, technology, skills, family planning and reproductive health and related social services. They are also subject of harmful traditional mal practices. Particularly, those live in rural areas and among marginalized poor and unemployed groups severely affected by lack of political and economic opportunities and harmful traditional practices. As they lost opportunities, and become heavily dependent on nature, they occasionally partake in undertakings that have adverse consequences.

MELCA-Ethiopia considering the critical roles and rights of children, youth and women groups have in nature conservation and its sustainable development has planned to develop their capacities so that they will be empowered to play their significant role in the society and benefit from. MELCA-Ethiopia, will, therefore, strives to create an enabling condition for child, youth and women empowerment in all its program interventions in its second SP period, considering child, youth and women empowerment as a cross cutting program.

ii. Goal

To contribute to the creation of an enabling condition for children, youth and women empowerment to rightfully and meaningfully partake and benefit from local sustainable nature conservation and development as well as basic social services.

iii. Major outcomes

a. Enabling teaching and learning schools' environment created and children education (especially reduced girls school drop outs)promoted

b. Intergenerational learning through social empowerment and group and nature interaction adopted by local educational program.

c. Youth organized and became vibrant eco-advocate and community environmental stewardship enhanced

d. Local natural resources conservation and ecosystem service improved

e. Youth and women engaged in local social, economic and natural resources planning and decision making process

f. Youth and women empowered to engage in their choices of gainful employment

g. Child, youth and women right observed and related policies adhered to.

h. Population Health and Environment integrated approach promoted.

i. Family planning and reproductive health practices adopted among community groups and associated traditional harmful practices reduced.

j. Culture of organizational transparency and accountability promoted

iv. Objectives: By the end of 2025

- In 80 % of schools SEGNI mainstreamed into school education system as a as co-curricular undertaking
- Enrollments of 75% of girls and students from poor family in selected schools enhanced
- In all targeted schools communities and their neighborhood environmental and socio-cultural voluntarism promoted
- 80 % of targeted youth and women engaged in one or more kinds of gainful employment
- 75 % of targeted young women will be organized into young women can do it club and partake in local level planning and decision making process.
- An enabling school environment is created among 80 % of targeted schools for enhanced teaching –learning process
- 70 % of targeted adult women and girls have improved access to family planning and reproductive health knowledge and services
- 70 % of community members made aware of the right and roles of children, youth and women and refrained from harmful traditional practices.

v. Strategies include the following

a. Supporting schools to create child- and youth friendly schools, including provision of scholastic support
b. Promoting intergenerational ecological learning
c. Establishment and strengthening environmental/SENGI clubs
d. Establishing school gardens and cultural huts
e. Promote education of rural girls and boys drawn from poor family
f. Awareness creation through mini media and public events
g. Promote youth social and environmental stewardship (volunteerism)
h. Promote young women can do it approach
i. Adoption and operationalization of child and social inclusion policies
j. Building skills and capacities through business and live skill trainings, awareness creation on HTP, promoting saving cultures
k. Mainstreaming gender, child, inclusiveness and down ward accountability related policies

vi. Indicators

a. # of schools environmental clubs established
b. % of girls school dropouts decrease while % of children from poor family school enrollment increase
c. # of schools where enabling school environment created
d. # Social and environmental mobilizations conducted
e. # Yong women Can do it Clubs established and made operational
f. # of women (girls) have improved access to reproductive health and other social service and information
g. # girls and students provided with scholastic and health care supports
h. # climate adaption measures adopted by target beneficiaries

6.1.1.5. Strengthen Institutional System and Capacities

i. Concepts and definitions

The purpose of institutional system and capacity development is focusing on bring about organizational effectiveness and efficiency towards accomplishing its missions and realize the goal and vision.

The major tasks would be creation of competence to establish and enhance partnership, mobilize resources, creation and adoption of innovative approaches and design of working and administrative as well as monitoring and implementation mechanisms. As a dynamic institution, MELCA-Ethiopia needs to learn, adapt and evolve to overcome challenges while working to impart changes in policy, practices and institutional governance over multiple areas and goals. MELCA-Ethiopia must be visible and shine and set records and examples without losing its uniqueness. It also strives towards achieving synergistic, shared goals and values of convergence and common interests in areas building ecosystems, socio-economic, bio-cultural resilience.

ii. Goal:

To build the desired competence to enhance our contributions to building transformed communities and ecosystem to social and climatic shocks.

iii. Objectives: By the end of 2025;

a. 95% of our program, finance & administrative, communication and database, M & E systems updated
b. Technical and managerial skills of our human resources improved by 80%
c. Our annual budget increased at least by 10%
d. Two donors that specifically support our institution development are solicited
e. One feasible income generating activity (business entity) is established
f. Publications on best practices developed and disseminated biannually
g. Our monitoring and evaluation system become automated and virtual
h. Become more transparent, engaging and ensure downward accountability to the community we serve and serve to the best interest of members
i. Become more networked nationally and internationally and play a key role in sustainability movement

vii. Indicators

a. # of systems updated
b. # (percent) of staffs with improved technical and managerial skills
c. # (percent) of strategic donors secured
d. # of donors secured that specifically provide resources to strengthen MELCA-Ethiopia
e. # of feasibility study conducted on domestic resource mobilization options
f. # of business entity established
g. # of responsive monitoring, evaluation, reporting and learning system in place
h. # of publications on best practices of projects developed and disseminated
i. # networks we are connected
j. # Annual reports
k. # project interventions by program and geographic areas
l. # Staff members trained in various areas
m. Amount of resources mobilized

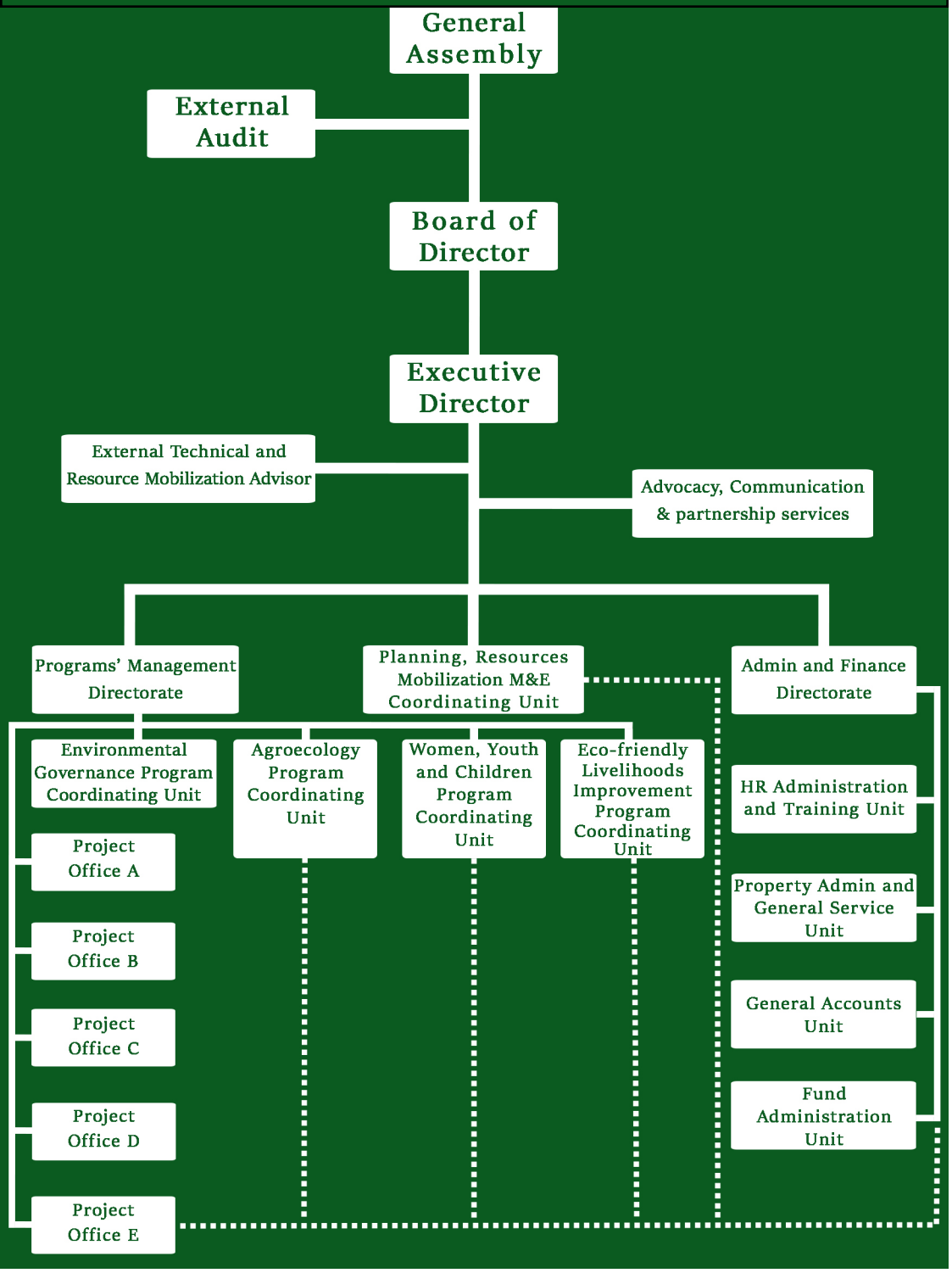
viii. Strategies include the following

a. Competent and well-resourced Participatory Planning/ budgeting, Monitoring, Evaluation, Reporting and Learning (PPMERL) and resource mobilization unit
b. Revised comprehensive resource mobilization strategy
c. Documenting best practices, impacts and sharing (visibility)
d. Promotion through functional website, social media and print materials
e. Strong partnership with local communities, community leaders and government and donors
f. Establish database of active and potential donors
g. Generate alternative resource mobilization concept notes and proposals
h. Regular human resources planning, assessments, audits and capacity development
i. Need based staff capacity building trainings
j. Establishment of team spirit, professionalism, environmental and social stewardship as well as a sense of ownership among staff members

6.1.2. Intervention areas/localities

We have established strong partnership with Oromia, Amhara, Gambella and Southern Nations and Nationalities Peoples', and South western Ethiopian People regional states and selected zones, Woredas, communities and community structures. We have also started a pilot project in Benishangul Gumuz. Hence, we will continue strengthening our projects in Dinsho, Adaba, reinvigorate our work with new initiative in Wolmera, areas in Oromia region, Wereillu in Amhara regional state. We also enlarge our intervention in Masha area in Sheka zone of SNNPR, Majang zone in Gambell's People Regional State. We will also aspire to embark new project initiative in Illubabore zone, of Oromia regional state, and Anjua zone of Gambella's People regional state.

6.2. INSTITUTIONAL ARRANGEMENT AND STRUCTURE



7 Monitoring and Evaluation

7.1. Objectives

Monitoring and evaluation is conducted for the following objectives:

- To see if the planned undertakings are executed efficiently and effectively
- To ensure that the expected outputs and outcomes are achieved
- To learn and improve project planning and implementation

The following diagram depicts our understanding and reflects our commitment to undertake appropriate monitoring and evaluation exercises.

7.2. Strategies

The following strategies will be used to undertake the Monitoring and strategies:

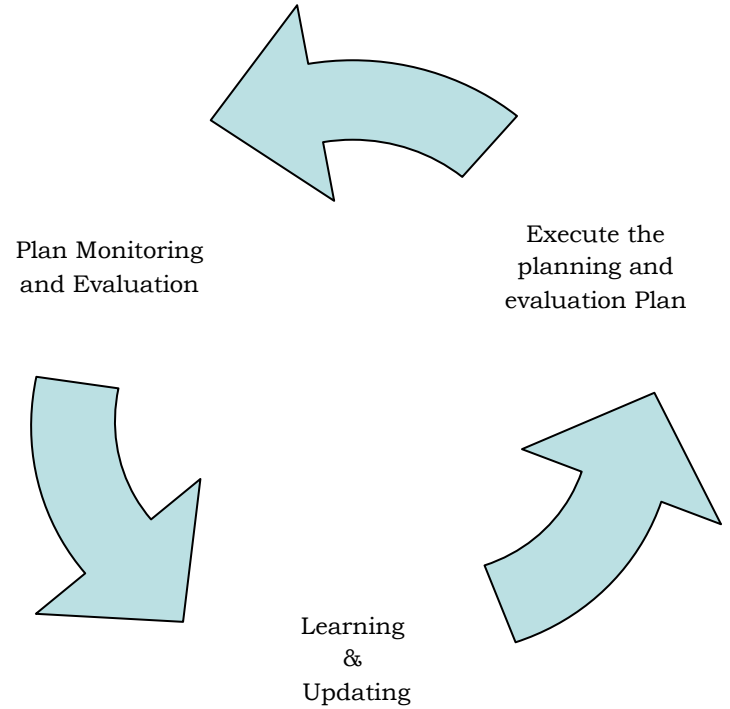
- Based on Project assumption and log frame as well as Strategic program goals
- Establishment of baseline for key change indicators
- Based on harvesting outputs, outcomes and impacts (indicators)
- Participatory approach, involving beneficiaries, local actors and stakeholders
- Digitalization of M & E system- online follow up and reporting
- External mid and terminal evaluation, both physical and financial
- Research by Universities or Consulting firms

7.3. Outcomes

Major expected outcomes:

- Functional SMART Monitoring and evaluation and Competent and well-resourced Participatory Planning/budgeting, Monitoring, Evaluation, Reporting and Learning (PPMERL) and resource mobilization system
- Efficient and effective resources utilization realized
- Effective community resilience building verified
- Conservation and sustainable use of natural resources and restoration and revitalization of biodiversity ascertained
- Sustainability project and program results ensured
- Important & verified information, data, evidences and best practices for learning, planning and decision making generated

7.4. Monitoring and Evaluation Cycle



7.5. Level of Monitoring and Evaluation

During this SP period there are different levels of monitoring and evaluation:

i. Project level: based on the planned project activity implementation monitoring will be conducted by staff at project level.

ii. Head office Monitoring and Evaluation: At the head office level there will be a quarterly project level monitoring and evaluation based on project proposal and as deemed necessary.

iii. Board Monitoring: On Quarterly basis project performance report will be prepared and present for board review and guidance. In addition, field level evaluation or investigation would be conducted by board.

iv. External Midterm and final evaluation: As per the project proposal there will be external projects midterm and terminal performance or outcome or in some cases impact level evaluation to see changes on the ground and sustainability of results.

v. Research: Universities and independent consultants will be invited to collect data and information to produce learning, especially best practices that can be upscale or out scale at wider levels. This can be in electronic, prints, research papers, videos or audios formats.

7.6. Result Indicators

Key result indicators may include:

- # of responsive monitoring, evaluation, reporting and learning system in place
- # of publications on best practices of projects developed and disseminated
- # audio visuals produced, aired or made available
- # monitoring and evaluation system designed and put in practice or operationalized
- # of staff members acquired and practiced improved monitoring and evaluation skills

Annexes

Annex 1- Indicative Budget

Budget Item	2022	2023	2024	2025	2026
Eco-friendly social and economic empowerment	4,186,593.33	4,605,252.66	5,065,777.93	5,572,355.72	6,129,591.29
Agro-ecology	3,548,927.47	3,903,820.22	4,294,202.24	4,723,622.46	5,195,984.71
Environmental and natural resources conservation	1,816,934.95	1,998,628.45	2,198,491.29	2,418,340.42	2,660,174.46
Environmental Governance	6,667,828.20	7,334,611.02	8,068,072.12	8,874,879.33	9,762,367.27
Population Health and Environment with adult literacy	1,731,542.04	1,904,696.24	2,095,165.87	2,304,682.46	2,535,150.70
Capital investment	905,035.49	995,539.04	1,095,092.94	1,204,602.24	1,325,062.46
Office running cost	3,453,465.52	3,798,812.07	4,178,693.28	4,596,562.61	5,056,218.87
Follow up, Monitoring & Audit Cost	826,392.31	909,031.54	999,934.70	1,099,928.16	1,209,920.98
Salary and Benefits	7,638,812.37	8,402,693.61	9,242,962.97	10,167,259.26	11,183,985.19
Institutional and staff capacity building	1,208,465.70	1,329,312.27	1,462,243.50	1,608,467.85	1,769,314.63
Total	31,983,997.38	35,182,397.12	38,700,636.83	42,570,700.51	46,827,770.56

Annex 2- Risks and Mitigation Strategies

Risks	Mitigation strategies
■ Competitive recruitment conditions	■ Induction, need-based training, supervision and coaching ■ Incentives and recognition
■ Dependent on project based short term external funds	■ Engage in long-term fund mobilization and resources use efficiency.
■ Political instability/conflicts	■ Monitor situation and adjust project planning
■ COVID-19 pandemic and its impact on project implementation	■ Adherence to Covid -19 safety protocol

Annex 3- Summary of Planned Activities

Thematic areas	Planned activities
Agro-ecology	■ Support farmers to adopt ecologically-sound agricultural practices ■ Enhance agroecological technical skills and agri-business knowledge of farmers through awareness creation, training, exposure to agroecological best practices ■ Organize farmers multipurpose groups into local seed conservators associations and support in the establishment of community-managed seed bank ■ Promoting participatory variety selection and co-creation of knowledge ■ Provide agri-business skills training for target community ■ Organize national dialogue and policy forums, food security and sovereignty, and seed fairs on Agroecology ■ Promote indigenous based healthy and bio-diverse agricultural production system ■ Conduct food and seed fair ■ Support farmers engagement in eco-friendly and multipurpose economic activities and market access ■ Organize policy advocacy and networking ■ Conducting agriculture and food system-related research studies

Thematic areas	Planned activities
Environmental governance	■Undertake resource assessment of targeted biodiversity hotspots (SNAs, BRs, PFMs, Wetlands, etc) including demarking the area and provide support for the legalization and registration process ■Organize farmers to engage in various nature conservation approaches, such as PFMA, CCA and WCAs by using local indigenous and/or endemic species for the conservation of critical biodiversity and bio-cultural hotspots as well as for rehabilitation of degraded areas. ■Support communities exercise participatory environmental governance rules and their partnership on environmental law enforcement ■Empower of communities, local governments and other stakeholders through provision of technical and material support. ■Enhance the participation of individual farmers, community organizations, local government and religious institutions and other relevant entities in tree Gudifecha (adoption) through enabling access to indigenous tree seedlings. ■Support farmers adopting natural conservation methods on their own plots of land ■Facilitate intergenerational bio-cultural traditional knowledge and creation of young eco advocate ■Undertake assessment on bio-cultural and traditional ecological knowledge, map and document the findings which would serves as an input for the effort to mainstream into formal informal education system ■Organize bio-cultural and traditional ecological knowledge sharing events ■Undertake assessment and develop updated maps of conservation areas to monitoring of the status of NR and biodiversity in a given time span. ■Support farmers' collective actions through developing communities to have contextualized community bylaws and enhanced culture of constructive dialogue platforms for sustained management of NR and social cohesion.

Thematic areas	Planned activities
	■ Organize consultative forums and experience exchange visits for farmers and relevant government sector offices ■ Advocate for drafting and enactment of policies and strategies that promote ecosystem resilience and restoration and revitalization of biodiversity. ■ Support the formation and effective functionality of partnership and networking for co-creation of knowledge for collaborative action in promoting sustainable natural resources governance. ■ Undertake studies for identifying potential eco-investment areas for promoted of green investment and for generate other important information for public awareness, resources planning decision making as related to environmental governance
Eco-friendly economic and social empowerment	■ Assess the potential to engage communities in diversified eco-friendly livelihood options of their choices (on-farm, off-farm and non-farm IGAs) and marketing ■ Undertake awareness raising activities to enhance understanding on the benefit s of engaging on the alternative eco-friendly activities for improved livelihoods ■ Organize trainings for farmers to build skills the areas of green business management, marketing, entrepreneurship, healthy agricultural inputs and agroecological production techniques ■ Organize farmers, marginalized, groups, women, unemployed youth girls into (SHGs) and Cluster Level Associations (CLAs). ■ Promote the culture of saving and credit among the organize communities to building their capacity for engagement in alternative livelihood practices. ■ Support organized groups by injecting revolving fund to catalyze them partake in eco-friendly IGAs of their choices

Thematic areas	Planned activities
	■ Support farmers and organized groups to have access to other financial services, market opportunities and social services and amenity ■ Provide selected resource poor farmers with the necessary materials, inputs, tools, etc. that meets the minimum government IGA's package for enabling them acquire self sustaining productive asset ■ Advocate and work for the establishment of early partnership IGA groups and beneficiary farmers with key actors in the value chain for sustainability of results ■ Support community social services in particular education of children (girls education) from poor family, health posts and local water supply, reproductive health and family planning
Women, Youth and Children Empowerment Program	■ Provide support to schools to create child and youth friendly environment, ■ Support school children (girls) in provision of scholastic support including tutorial classes for increased enrollment, reduced drop outs and improved educational performance. ■ Organize training for school children to promote intergenerational ecological learning. ■ Support the establishment and strengthening environmental/SENGI clubs. ■ Advocate mainstreaming of SEGNI into school education system as a as co-curricular undertaking ■ Support schools in establishing school nurseries, gardens and cultural huts and engagement in natural resources conservation and preservation of bio-cultural artifacts. ■ Assist education of rural girls and boys drawn from poor family. ■ Support schools to have improved potable water and sanitary services for girls & boys, library, etc. to create favorable school environment for enhanced teaching–learning process

Thematic areas	Planned activities
	■ Support school clubs to create awareness creation in and out of school through mini media and public events. ■ Support youth organized to promote volunteerism in schools and neighborhood communities to enhance youths' social and environmental stewardship. ■ Organize out of school youth into 'young women can do it' (YWCDI) to support them engage in business activities by developing promoting saving culture as well as to empower them partake in local level planning and decision making process ■ Building skills and capacities of women and youth through business and live skill trainings, awareness creation on HTP ■ Provide awareness raising training for community members on the right and roles of children, youth and women and refrained from harmful traditional practices ■ Support targeted adult women and girls have improved access to family planning and reproductive health knowledge and services
Strengthen Institutional System and Capacities	■ Provide training to MELCA Staff to enhance skill and competence on resource mobilization, participatory planning/budgeting, monitoring, evaluation, reporting and learning ■ Develop an updated and comprehensive resource mobilization strategy ■ Conduct feasibility study on domestic resource mobilization options ■ Undertake assessment to document best practices, impacts and disseminate to stakeholders to enhance MELCAS' visibility ■ Improve promotion of MELCA's through website, social media and print materials

Thematic areas	Planned activities
	■ Organize platforms and strength networking with all partners including local communities, community leaders and government and donors ■ Develop roster and establish database of active and potential donors ■ Develop responsive monitoring, evaluation, reporting and learning system ■ Undertake regular human resources planning, assessments, audits and capacity development ■ Undertake need based staff capacity building trainings as related to the organizations programme areas ■ Provide staff training on team building and leadership to enhance professionalism, environmental and social stewardship as well as a sense of ownership among staff members

MELCA-Ethiopia Address

Head Office Located at Ambassador Kidane Beyene Building,
1st floor,Near Main Post Office, Addis Ababa, Ethiopia
Tel +251-11-550-7172 Fax +251-11-550-4554
P.O.Box 1519 code 1250,
Email:- melca.ethiopia2004@yahoo.com
Website:- https://melcaethiopia.org/
Social Media: MELCA-Ethiopia

