

Dorcas Ethiopia

Strategic Plan 2022-2025

Empowering people
for a peaceful and
resilient future



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Our Identity

We fight poverty, exclusion and crisis. We empower marginalised people and communities to flourish. This is how we follow Jesus Christ.

What we believe

We believe in the value and God-given potential of every single person. We are called to demonstrate God’s love for those in need. This is how we follow Jesus Christ.

What we see

We see a world where poverty, exclusion and crisis marginalise people. We also see the potential of these people and their communities to flourish despite their difficult circumstances.

What we do

We empower people who are marginalised to develop their talents. And we enable disadvantaged communities to flourish. We equip individuals and communities to promote and ensure participation of all.

We create hope and long-term perspectives in volatile and complex situations. We meet people’s basic needs in times of crisis and increase their ability to overcome poverty

and exclusion. We persist despite frequent setbacks and invest in durable relationships to realise sustainable change.

We are part of a global movement of individuals and organisations working for a just and fair world. We recognise and appreciate everybody who supports our work. And we actively partner with others to create synergy and amplify our impact.

Theory of Change in short

Dorcas works towards change on three levels. We create opportunities for people to develop themselves further, and if necessary, we provide for their basic needs. We invest in resilient, self-organising communities that work together to solve their problems. Lastly, we contribute to a just society in which everyone has the opportunity to participate.



Dorcas is active in Ethiopia to ensure the most vulnerable in society do not get left behind. We focus on creating concrete livelihood opportunities in a bid to close the poverty gap.

Dorcas Aid Ethiopia

History

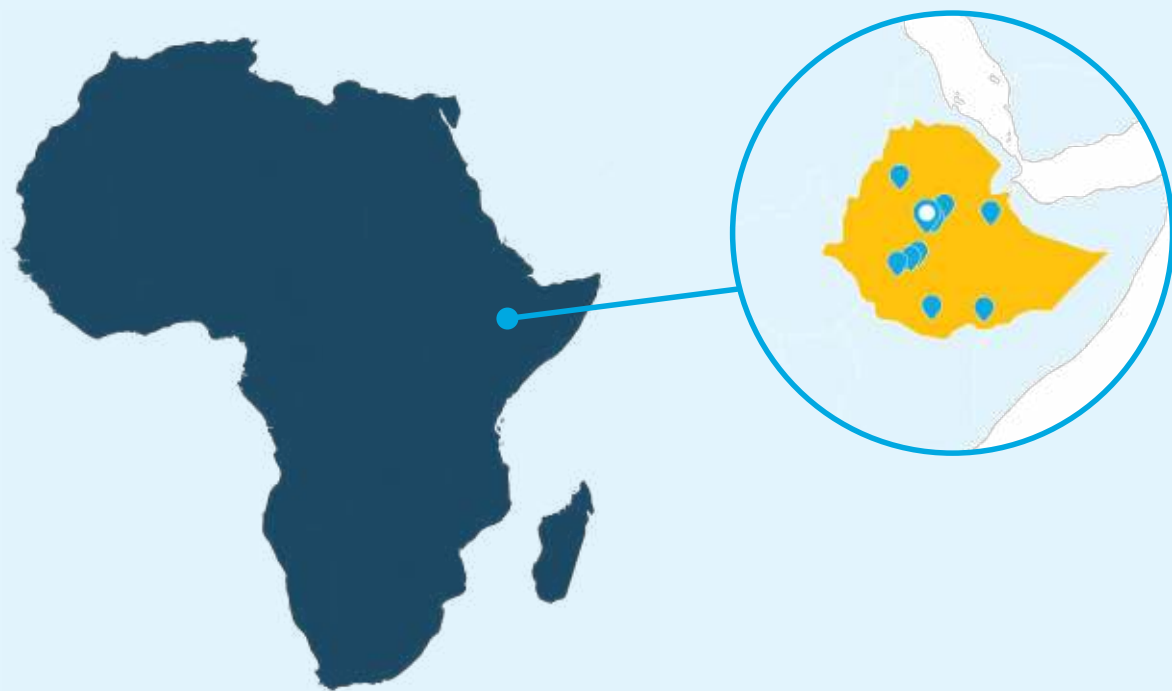
Dorcas has worked in Ethiopia for more than 20 years. It has a Country Office in Addis Ababa and project offices that project coordinators run. We have a strong track record in implementing relief and development projects and improving the resilience of vulnerable individuals and households. Dorcas Aid Ethiopia has established strong partnerships with local and regional government authorities, faith-based organisations, community-based organisations, private institutions and communities.

Context

Ethiopia is symbolised by its youth – around 71 percent of the population are under 30 years of age. On paper, this young workforce has seen Africa's oldest independent country go from strength to strength. Yet, the speed with which GDP has grown and foreign investors have entered comes with a hard truth - there are simply not enough opportunities to go around.

Today, some 22 million people are living below the poverty line, with an estimated 80 percent of the urban population housed in slums. In a bid to avoid the same fate, growing numbers of youth search for work overseas - unaware of the fresh threats that greet them on their journey.

Hardship and famine are most pervasive in rural areas where vulnerable groups rely heavily on agriculture as a source of income. Recurrent drought and other extreme weather events have already had a devastating impact – leaving households bound to traditional agricultural practices and inefficient marketing systems with little way out. Ethnic and clan conflicts and recurrent pandemics (human and animal diseases) further exacerbate poverty in the country.



This calls for the collaborative and concerted effort by development actors, including (international) NGOs, bilateral and multilateral institutions and the private sector. As an organisation whose primary aim is to improve the lives of marginalised people and communities, Dorcas Aid Ethiopia has a clear role to play. We will focus on empowering people and advocating gender equality, promoting humanitarian development and peacebuilding in areas affected by protracted crises, and building strong partnerships and relations with all stakeholders.

Strategic Ambitions

For over forty years, Dorcas has reached out to people in need. We have learned how to contribute to the desired impact so that people and communities flourish. For the Strategic Period 2022-2025, we will focus on people who are marginalised, develop coherent and community-based programmes, achieve more scale by engaging and collaborating with thousands of individuals, partners, networks, and other agencies, and increase our agility. These main policy choices are worked out in six concrete ambitions for our Country Offices.



- We will increase our focus on **including people who are marginalised and socially excluded**.
- We will improve **the cohesion and integration of our community-based programmes**, monitor these more accurately and learn from those outcomes. We will also expand our influence on authorities and policymakers.
- We will **increase the scale and effectiveness of our work** through constructive partnerships that tackle today's complex challenges.
- We will **mobilise resources and engage communities** by increasing the number of foundations, groups and individuals who support our work.
- We will strengthen the position of our country offices, as well as the role of Dorcas as an **agile catalyst for change and a ConnActor** of various stakeholders.
- We will bolster and align our **regional strategies, cross-country learning and cooperation**.

How Dorcas Aid Ethiopia will work out these strategic ambitions is now described.



Include People who are Marginalised and Socially Excluded

Dorcas Aid Ethiopia's target groups are the poorest and most vulnerable. These include households with a large family size, families headed by women and older persons, households with few productive assets, families with low access to basic primary services, unemployed youth, internally displaced people (both in host communities and collective sites) and people living with disabilities. When targeting who to help, we will follow the 'leave no one behind' principle and give priority to women when selecting project participants.

We are continuing our current projects in the SNNPRS, Sidama, Somali and Oromia regions and two city administrations (Addis Ababa and Dire Dawa). Half of our projects are self-implemented and the rest are being implemented in partnership with Ethiopian churches. We are considering an expansion of our operations to Afar regional state as it borders the Oromiya and Somali regions and the conflict in Afar could spill over to our current operational areas. A peacebuilding/humanitarian response could be a good entry point for working in Afar.

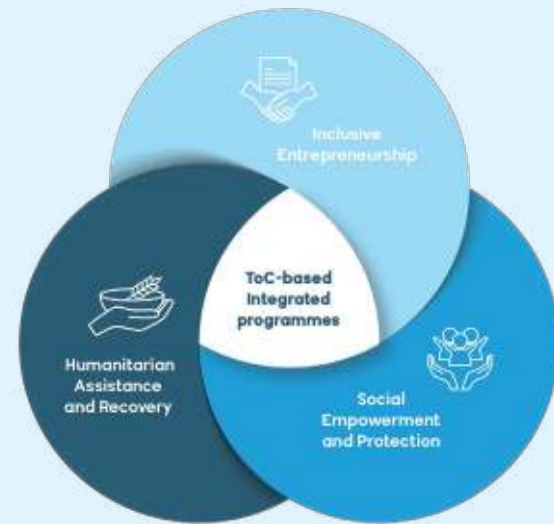


Realise Coherent and Community-based Programmes

Dorcas Aid Ethiopia focuses on improving the lives of marginalised communities. We do this via various programme concepts. The concepts we choose are guided by our mission and our reflections on internal and external analyses of our work. Our intervention concepts continue to be Humanitarian Assistance & Recovery, Social Empowerment & Protection, and Inclusive Entrepreneurship.

In disaster-prone areas, we use the humanitarian-development-peace nexus approach that offers support to communities along the continuum from emergency aid to early recovery to resilient livelihood. This nexus allows a responsive approach in a highly fragile context related to conflicts and/or food security and/or access to basic services. An example is the emergency response projects realised in Amhara during the course of 2022. The Inclusive Entrepreneurship concept promotes and encourages entrepreneurial activities in urban and rural areas. Entrepreneurship, in this context, is in its initial stages, and for many potential beneficiaries, it is related to immediate livelihoods. Therefore most people will not be interested in becoming an entrepreneur in a specific area but instead, want to learn how to use enterprising ways of working to improve their livelihoods. This can include micro and small enterprise groups, advanced self-help groups and saving and credit organisations.

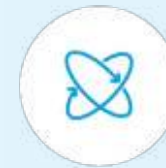
Under the Social Empowerment & Protection programme, Dorcas Aid Ethiopia continues supporting poor children to help them grow to be fulfilled and responsible productive citizens. An attempt will be made to gradually change the existing individual-child-focused support to child-focused community support within an inclusive development programme that primarily promotes sustainable, inclusive community structures. Although they are still in their infancy, the asset-based community development and local resource mobilisation initiatives in Addis Ababa are very encouraging. This collective self-reliance approach of empowering local communities to mobilise local resources is Dorcas Aid Ethiopia's future. Accordingly, all of our development programmes and projects are using these two approaches to empower and mobilise target communities to solve their problems with their own resources. Finally, the multistakeholder partnership approach is employed to identify and build sustainable partnerships with all actors operating in our intervention areas.



Increase the Scale and Effectiveness of our Work

Dorcas Aid Ethiopia's partnerships and networking are guided by open communication and a willingness to cooperate. We cultivate relationships by improving transparency and management capacity in programme planning, implementation and reporting. In general, information sharing, networking and learning from best practices will have a prominent place in formulating our partnership and networking strategies for the next five years.

At an international level, we are continuing our existing partnerships and trying to tap into new funding sources. We will establish partnerships with development actors based on context. We seek to realise people-centred and transformational projects where each partner contributes its field of expertise or best competence. Further, we are engaging faith-based organisations,



Mobilise Resources and Engage Communities

Fundraising is a top priority for Dorcas Aid Ethiopia. We are pursuing three major resource mobilisation sources during the strategic plan period: institutional funding through the Country Office and International Office, local resource mobilisation and social business development. A fundraising framework is being developed, and we are working to broaden our donor base by improving the quality of proposals, reports and fundraising techniques and sharing experience with other NGOs. We have produced our first fundraising strategy, which we are enriching and implementing in consultation with the International Office.

We have mapped the availability of institutional funding opportunities in Ethiopia for this five year strategic period. International funding agencies selected have a high-level match with our priorities, positioning and track records/experiences. Our strong partnerships with the Dutch Embassy and various international organisations will continue, and we are strengthening the quality of consortium-based projects to increase our opportunities for EU/UN funding and partnerships.

Dorcas Aid Ethiopia is strengthening its partnerships with local networks to mobilise local resources from businesses, churches, individual philanthropists (both in cash and in kind) and community contributions (assets, cash, in kind). We are building on the significant value of resources mobilised in the past to visibly increase the amount and diversity of our local resource mobilisation. Finally, we are mobilising resources from social business development (social businesses for income generation, social businesses for impact) to implement social enterprise-oriented projects and programmes. This contributes to the sustainable social and economic inclusion of marginalised people.



Become an Agile Catalyst and ConnActor

People are our most important and valuable assets. Therefore our main human resources objective is attracting and retaining committed, resilient and competent staff and volunteers who are capable of realising Dorcas Aid Ethiopia's mission. The Country Office is adopting a flexible working structure in which thematic experts work closely with the programme manager and

country director. Active coordination and communication takes place between the Country Office and International Office, which provides us with support and advice. The Country Office is developing both an implementation and a co-implementation role with its partners. Dorcas Aid Ethiopia's strategic directions are determined by its management team made up of the Country Director, Finance Manager, Programme Manager and Human Resources Manager.

As part of our strategic fundraising action plan, we will appoint a fundraising committee and create a strong coordination structure. We will also prioritise partnership development. In doing this, we will take into account the added value of partnerships for the organisational structure and make the best use of our available staff expertise.



Effect Regional Priorities, Cross-Country Learning and Cooperation

Despite the differences in context, the Dorcas organisations in East Africa can still learn a lot from each other and achieve collaborative impact. At the programme level, this is done through exchange and learning about nexus, climate change, entrepreneurship and youth employment, as well as water, hygiene and sanitation (WASH). Furthermore, the Country Offices support each other by working on joint proposals and partnership development and exchanging success stories and lessons learned from working with different donors. Finally, they jointly explore opportunities for regional programming.

Meet our Country Director



Fikru Tarekegn - Country Director Ethiopia

'Despite progress toward eliminating extreme poverty, my country remains one of the poorest in the world. During regular research trips across Ethiopia, I have observed a high dependence on rainfed agriculture which, coupled with climate change and various forms of conflict, makes the situation challenging. In the midst of all of this, there is a light at the end of the tunnel. Dorcas delivers a vital combination of food security, job creation, community safety nets and disaster response. We have a committed team, believe in quality and deliver what we promise. Together, we can make a difference.'

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