



FIVE YEARS STRATEGIC PLAN 2024-2028

**EAST ACTION
ORGANIZATION**

ACTION FOR BETTERMENT

2024

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Forward

As the Executive Director of the East Action Organization (EAO), I am pleased to present our strategic plan for the years 2024-2028. This document reflects our unwavering commitment to transforming the lives of vulnerable pastoral and agro-pastoral communities across Ethiopia. Over the next five years, we will focus on eight critical strategic priorities that are essential for sustainable development and community empowerment. Our journey is driven by a vision to address the multifaceted challenges faced by these communities. From economic vulnerabilities and environmental uncertainties to social disparities, we aim to foster resilience and well-being through comprehensive and sustainable solutions. This strategic plan outlines our goals and the paths we will take to achieve them, ensuring that our efforts are impactful and far-reaching.

Our strategic priorities include Livelihoods and Food Security, WaSH (Water, Sanitation, and Hygiene), Health and Nutrition, Education and Literacy, Child Protection and Gender Equality, Conflict Resolution and Peacebuilding, Emergency Humanitarian Assistance and Response, and Environmental Protection and Climate Change Adaptation. Through these initiatives, we aim to elevate sustainable livelihoods, provide access to clean water and sanitation, improve healthcare and nutrition, and ensure quality education. We also focus on protecting the rights and well-being of marginalized groups, promoting peace and unity, providing critical humanitarian assistance, and addressing environmental challenges through sustainable practices and climate adaptation.

This strategic plan is a testament to our dedication to uplifting marginalized communities, fostering cultural preservation, environmental stewardship, and community empowerment. It is a roadmap for building a brighter and more sustainable future for all communities in Ethiopia. By integrating these priorities into our programs, we seek to create holistic and sustainable impacts that will improve lives and foster long-term resilience. I am confident that, with the collective efforts of our dedicated team, partners, and stakeholders, we will achieve our goals and make a lasting impact. Thank you for your continued support and commitment to our mission.

Siraj Aden Hassen
Executive Director

Executive Summary

The East Action Organization (EAO) presents its strategic plan for the years 2024-2028, aimed at transforming the lives of vulnerable pastoral and agro-pastoral communities in Ethiopia. This five-year plan outlines our commitment to addressing critical challenges and fostering sustainable development across eight strategic priorities: Livelihoods and Food Security, WaSH (Water, Sanitation, and Hygiene), Health and Nutrition, Education and Literacy, Child Protection and Gender Equality, Conflict Resolution and Peacebuilding, Emergency Humanitarian Assistance and Response, and Environmental Protection and Climate Change Adaptation.

Livelihoods and Food Security: Our goal is to elevate sustainable livelihoods and ensure food access by addressing economic challenges, environmental uncertainties, and social disparities. We aim to foster economic stability, enhance access to education and healthcare, promote sustainable agricultural practices, and bolster local food production, storage, and distribution.

WaSH (Water, Sanitation, and Hygiene): Access to clean water, proper sanitation, and hygiene practices is crucial for health and social development. We focus on providing safe drinking water, improving sanitation infrastructure, and promoting hygiene education to reduce disease prevalence and enhance community well-being.

Health and Nutrition: We aim to improve healthcare access and proper nutrition, particularly for marginalized and vulnerable groups. By enhancing preventive measures, diagnostics, and treatments, and promoting adequate nourishment, we strive to reduce health disparities and foster overall well-being.

Education and Literacy: Education is a catalyst for change and empowerment. We seek to provide quality education and literacy programs to break cycles of poverty, enhance personal development, and promote social cohesion and gender equality.

Child Protection and Gender Equality: Ensuring the protection and well-being of marginalized groups is fundamental to social justice. We focus on establishing protective measures, advocating for rights, and providing support for victims of abuse to create a safer and more inclusive environment.

Conflict Resolution and Peacebuilding: Promoting peace and unity is essential for sustainable development. We emphasize facilitating dialogue, equipping individuals with conflict resolution skills, and involving communities in peacebuilding processes to foster regional stability and economic advancement.

Emergency Humanitarian Assistance and Response: Providing secure shelter and essential resources during crises is paramount. We aim to offer immediate relief and empower communities to participate in recovery processes, restoring stability and dignity.

Environmental Protection and Climate Change Adaptation: Safeguarding natural resources and promoting sustainable practices are critical for long-term resilience. We focus on sustainable land management, biodiversity conservation, climate-resilient agricultural practices, and enhancing disaster preparedness to address environmental challenges and support economic development.

Through these strategic priorities, EAO is dedicated to uplifting marginalized communities, fostering cultural preservation, environmental stewardship, and community empowerment. Our integrated approach aims to build a brighter and more sustainable future for all communities in Ethiopia, ensuring that no one is left behind.

1. INTRODUCTION

1.1 Background EAO

The East Action Organization (EAO) is a dynamic non-profit organization established in 2019, dedicated to implementing crucial emergency projects and development programs across Ethiopia. Our primary mission is to alleviate human suffering resulting from both natural disasters and man-made crises while also working to uplift communities out of poverty cycles. Operating in hard-to-reach and marginalized areas, EAO focuses on serving the most vulnerable segments of society.

Our comprehensive vision is guided by eight pivotal developmental goals, which form the cornerstone of our commitment to uplifting marginalized, vulnerable, and diverse communities across Ethiopia. These goals encompass enhancing agricultural productivity, diversifying income sources, and supporting economic stability for vulnerable populations under the Livelihoods and Food Security initiative. In the Water, Sanitation, and Hygiene (WASH) sector, we aim to provide access to clean water, improve sanitation infrastructure, and promote hygiene practices to reduce the spread of diseases.

We also prioritize improving healthcare access, addressing malnutrition, and enhancing maternal and child health services to ensure comprehensive health and nutrition for communities. In the Education and Literacy sector, we empower individuals with knowledge and skills by prioritizing access to quality education and literacy programs. Our commitment to Child Protection and Gender Equality involves advocating for the rights of children, eliminating gender-based violence, and creating equal opportunities for all, regardless of gender.

Engaging in conflict resolution and peacebuilding efforts is another key focus area, where we foster dialogue, reconciliation, and collaboration for harmonious communities. We provide timely humanitarian assistance, support disaster risk reduction, and enhance community preparedness to mitigate the impact of emergencies. In addressing environmental challenges, we promote environmental conservation, support climate-resilient practices, and work to mitigate the effects of climate change on vulnerable communities.

Our organizational structure supports our mission and goals, ensuring that we operate efficiently and effectively to meet the needs of the communities we serve. The EAO's financial system is designed to comply with internationally accepted accounting standards, safeguarding assets, and enhancing financial reporting through systematic and transparent processes. Through our dedicated focus on these key developmental issues, the East Action Organization aims to drive meaningful progress, uplift communities, and build a more equitable and sustainable future for all.

1.2. Vision, Mission, Values

1.2.1. Vision

To build a brighter and more inclusive future where all communities in Ethiopia thrive, free from poverty and suffering, with access to essential resources, opportunities, and support.

1.2.1. Mission

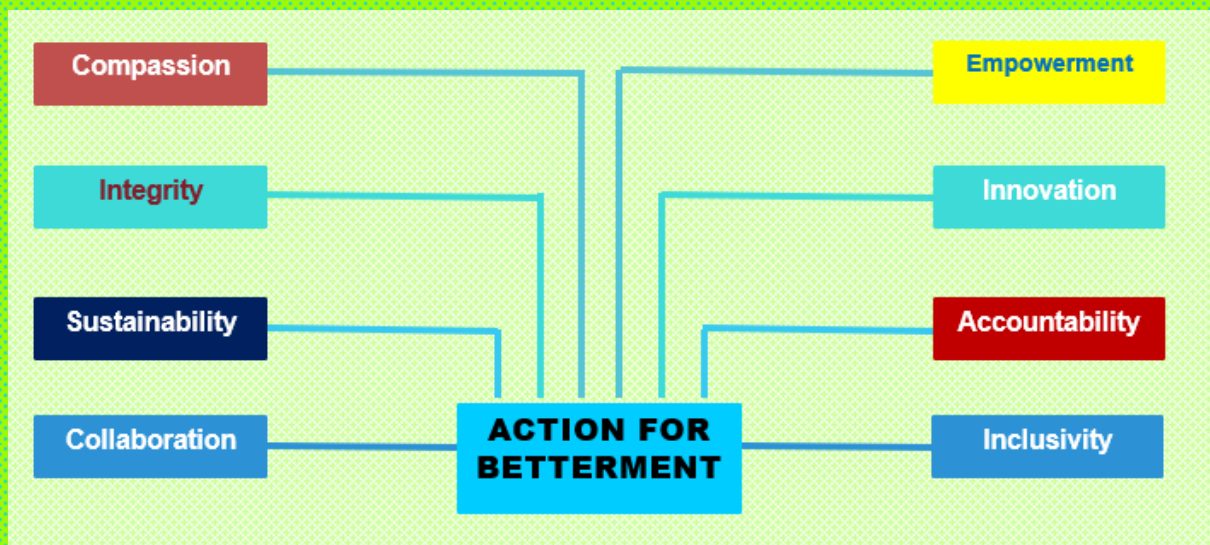
To alleviate human suffering from natural disasters and man-made crises, uplift communities out of poverty, and empower marginalized and vulnerable populations through comprehensive development programs and emergency interventions.

1.2.2. Values

Through embracing these values, we forge a meaningful and positive impact on the lives of those we support, fostering overall well-being and sustainable community growth.

- 1) **Compassion:** We prioritize the well-being of the most vulnerable, providing aid and support with empathy and understanding.
- 2) **Integrity:** We operate transparently and uphold the highest ethical standards in all our actions and decisions.
- 3) **Accountability:** We are responsible to our stakeholders, ensuring that our activities are conducted with honesty and transparency.
- 4) **Collaboration:** We work with communities, partners, and stakeholders to achieve sustainable development and resilience.

- 5) **Inclusivity:** We embrace diversity and promote equal opportunities for all, regardless of gender, age, or background.
- 6) **Innovation:** We continuously seek innovative solutions to address the complex challenges faced by the communities we serve.
- 7) **Sustainability:** We are committed to sustainable practices that protect the environment and ensure long-term benefits for future generation
- 8) **Empowerment:** We believe in empowering individuals and communities to become agents of change and take control of their own development.



2. SITUATIONAL ANALYSIS

The EAO situational analysis reveals the organization's current position and the factors that influence its operations. The analysis encompasses both a SWOT assessment of internal strengths, weaknesses, opportunities, and threats, as well as a PESTEL evaluation of the external political, economic, social, technological, environmental, and legal factors that shape the organization's endeavors. EAO's internal strengths lie in its dedicated focus on long-term development goals and strong partnerships with local communities. However, limited funding and staff capacity pose challenges. Meanwhile, the organization has opportunities to grow through increasing awareness of sustainable development and attracting additional funding and partnerships. Yet, threats such as economic downturns, political instability, and competition from other development organizations warrant attention. By understanding these dynamics, the EAO can strategically position itself to drive meaningful impact and foster positive change in Ethiopia's communities.

2.2. SWOT Analysis

The SWOT analysis of the EAO identifies its internal strengths, including a strong partnership with local communities. However, it also recognizes weaknesses like limited funding and staff capacity. The organization has opportunities for growth through increasing awareness and support for sustainable development and attracting more funding and partnerships. Nevertheless, it faces threats from economic downturns affecting funding availability, political instability, and competition from other development organizations. By leveraging strengths, addressing weaknesses, capitalizing on opportunities, and mitigating threats, the EAO can enhance its impact and drive positive change in Ethiopia's communities.

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Establish reputation • Experienced team • Strategic partnerships • Diverse range of project and initiatives • Strong commitment to inclusion and empowerment • Well-established partnerships with local communities and organization • Rich local knowledge 	<ul style="list-style-type: none"> • Limited funding resources • Geographical reach • Dependency on external factors • Limited awareness • Limited expertise in certain specialized areas
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Growing awareness and support for sustainable development • Potential for attracting more funding and partnerships • Technological advancement that can enhance project implementation • Collaborating with government and international organization • Policy supports and increasing global attention 	<ul style="list-style-type: none"> • Political instability and regulatory changes • Economic downturn affecting funding availability • Funding uncertainty • External regulations • Natural disasters or emergencies • Potential for bureaucratic challenges

Figure 1 EAO SWOT analysis

2.3. PESTLE Analysis

The PESTEL analysis of the EAO reveals significant factors influencing its operations. Politically, government policies and stability can impact development initiatives, while economic factors like funding availability and global economic trends affect financial resources. Socially, public awareness and acceptance, along with demographic dynamics, play a role in project implementation. Technological advancements offer opportunities for innovative solutions, but data privacy and cybersecurity are concerns. Environmental factors such as sustainability and climate change are crucial considerations, while legal compliance and intellectual property rights present legal challenges. By understanding these influences, the EAO can strategically navigate its operations and contribute more effectively to Ethiopia's development goals.

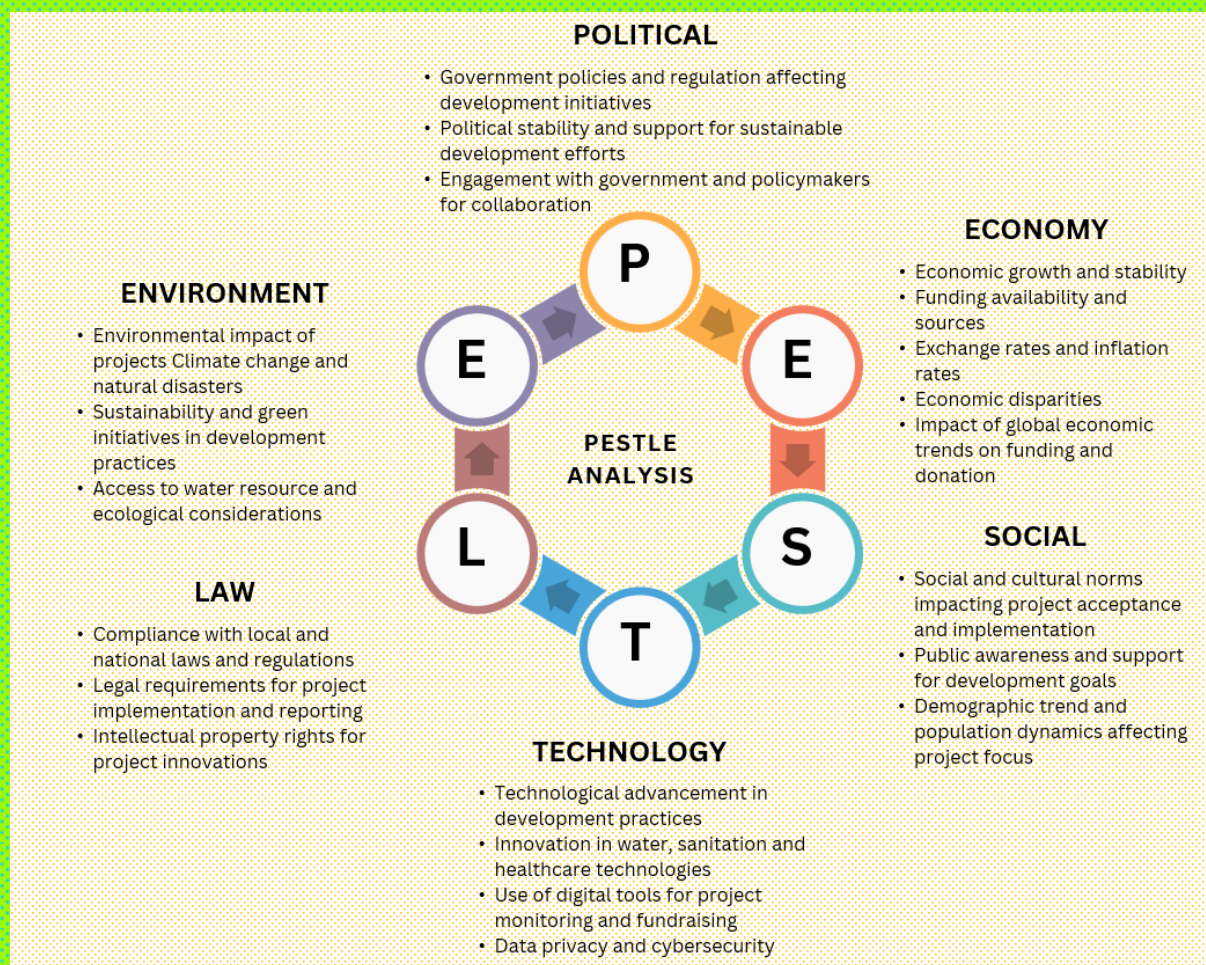


Figure 2 PESTEL analysis

2.4. Stakeholders Analysis

At the heart of the East Action Organization 's mission lies a steadfast commitment to creating meaningful and lasting impacts on Ethiopia's development and welfare. As the organization embarks on addressing crucial developmental issues aligned with the United Nations' Sustainable Development Goals (SDGs) and national development agenda, it recognizes the vital role played by its stakeholders in driving positive change. Each stakeholder group brings unique perspectives, needs, and influence to the table, making collaboration and tailored engagement essential for achieving collective goals. In this document, we delve into the stakeholder value propositions crafted by the East Action Organization for various key stakeholders, including beneficiaries, local communities, NGOs, donor agencies, academic institutions, government agencies, religious leaders, media, volunteers, staff, and the board. By understanding and addressing their specific needs and interests, the organization aims to foster partnerships, build synergies, and unlock the potential for transformative sustainable development in Ethiopia and beyond.

TABLE 1: STAKEHOLDERS ANALYSIS

STAKEHOLDER GROUP	Behavior We Desire	Their Needs	Resistance Issues	Degree of Influence
BENEFICIARIES	Actively participate in project planning and decision-making.	Access to clean water, healthcare, education, and sustainable livelihoods.	Lack of awareness or trust in the organization's intentions.	High
LOCAL COMMUNITIES AND COMMUNITY LEADERS	Engage in co-creating solutions that address local challenges and priorities.	Recognition of their local knowledge and expertise in the development process.	Reluctance to collaborate due to past negative experiences.	High
INTERNATIONAL AND LOCAL (NGOS)	Form strong partnerships to leverage each other's strengths and resources.	Opportunities for collaboration, capacity building, and alignment with their organizational goals.	Concerns about alignment of approaches and competition for funding.	High
DONOR AGENCIES AND FUNDING	Demonstrate transparent and measurable impact	Clear evidence of how their contributions are	Skepticism about the organization's	High

ORGANIZATIONS	to secure continued support.	used effectively and responsibly.	ability to deliver results.	
ACADEMIC AND RESEARCH INSTITUTIONS	Collaborate in integrating evidence-based practices and innovative solutions.	Opportunities to contribute research and knowledge-sharing to development initiatives.	Resource constraints and potential bureaucratic barriers to collaboration.	Medium
GOVERNMENT AGENCIES AND POLICYMAKERS	Align efforts with national development plans and policies.	Collaborative partnerships to strengthen the impact of development initiatives.	Bureaucratic challenges and competing priorities.	Medium
RELIGIOUS LEADERS AND INSTITUTIONS	Engage in fostering peace, inclusivity, and community empowerment.	Opportunities to promote social cohesion and contribute to community welfare.	Potential concerns about secular nature of development initiatives.	Medium
MEDIA AND PUBLIC	Raise awareness and promote positive societal change.	Accurate and compelling information about the organization's initiatives and impact.	Sensationalism or misinformation about development efforts.	Medium
VOLUNTEERS AND PARTNER ORGANIZATIONS	Actively participate and contribute to the organization's mission.	Meaningful engagement, training, and support for their efforts.	Limited resources or capacity to fully engage in initiatives.	Low to Medium
STAFF	Nurture their professional growth and well-being.	A supportive and empowering work environment.	Challenges related to workload or work-life balance.	Low to Medium
BOARD	Provide strategic guidance and oversight to achieve the organization's objectives.	Transparent information on the organization's performance and impact.	Potential conflicts of interest or differences in strategic vision.	High

3. STRATEGIC PRIORITIES

The East Action Organization (EAO) is committed to fostering sustainable development and community empowerment across Ethiopia. Our strategic priorities are designed to address the multifaceted challenges faced by vulnerable pastoral and agro-pastoral communities. By focusing on Livelihoods and Food Security, WaSH (Water, Sanitation, and Hygiene), Health and Nutrition, Education and Literacy, Child Protection and Gender Equality, Conflict Resolution and Peacebuilding, Emergency Humanitarian Assistance and Response, and Environmental Protection and Climate Change Adaptation, EAO aims to create a holistic approach that tackles immediate needs while laying the groundwork for long-term resilience and prosperity. Each strategic priority represents a cornerstone of our mission to uplift marginalized groups, enhance their quality of life, and promote equitable progress. Through these concerted efforts, EAO seeks to build a brighter and more sustainable future for all communities in Ethiopia.

3.1. Livelihoods and Food Security

Elevating sustainable livelihoods, revitalizing agricultural practices, and ensuring food access are pivotal endeavors for the East Action Organization (EAO) in transforming the lives of vulnerable pastoral and agro-pastoral communities in Ethiopia. These communities face a complex landscape of economic challenges, environmental uncertainties, and social disparities that, if left unaddressed, perpetuate cycles of poverty, food insecurity, and diminished well-being. EAO focuses on enriching livelihoods through diversified income streams that mitigate economic vulnerabilities. By promoting skills development and economic diversity, we equip individuals to overcome climate fluctuations and market uncertainties. This approach not only fosters economic stability but also enhances access to education and healthcare, creating pathways to a brighter future.

Sustainable agricultural practices form the bedrock of this initiative, fostering resilience while protecting the environment. By emphasizing regenerative land management and responsible resource use, EAO empowers communities to maintain their way of life while safeguarding the ecosystems they rely on. The challenge of food security resonates deeply within these communities, characterized by unique dietary patterns and nomadic traditions.

To address this, EAO implements strategies to bolster local food production, storage, and distribution, ensuring a consistent supply of nutritious sustenance. This multi-pronged approach supports physical health and strengthens community cohesion, cultivating a more robust and resilient social fabric. The Livelihoods and Food Security goal symbolizes EAO's dedication to uplifting vulnerable pastoral and agro-pastoral communities in Ethiopia. By reinvigorating livelihoods, promoting sustainable farming practices, and ensuring food security, we address immediate challenges while fostering cultural preservation, environmental stewardship, and community empowerment.

3.2. WaSH (Water, Sanitation, and Hygiene)

Access to clean water, proper sanitation, and hygiene practices is a cornerstone of human well-being and social development. Unfortunately, marginalized and vulnerable communities across Ethiopia often face inadequate access to these essential resources, perpetuating cycles of illness, poverty, and diminished quality of life. Addressing WaSH challenges holds the potential for transformative impact on multiple fronts. Clean water is a fundamental human right and crucial for

maintaining health. The absence of safe drinking water exposes individuals, especially children, to heightened risks of waterborne diseases such as cholera, diarrhea, and typhoid. This not only leads to increased mortality rates but also imposes continuous health-related expenses on families, pushing them further into economic hardship. Inadequate sanitation facilities and poor hygiene practices exacerbate health disparities. Marginalized groups often lack access to proper toilets and sanitation infrastructure, resulting in contaminated water sources and the spread of preventable diseases. Additionally, lack of hygiene education contributes to health issues, particularly among women and girls, who face challenges managing menstruation and maintaining personal hygiene.

By addressing WaSH issues, the East Action Organization (EAO) can spearhead profound change. Improving access to clean water and sanitation facilities directly enhances health outcomes and reduces the prevalence of diseases. This, in turn, increases productivity as individuals, especially women, spend less time dealing with illness and fetching water, allowing them to engage in income-generating activities and education. Focusing on WaSH has far-reaching effects on education, gender equality, and overall community well-being. Children, especially girls, are more likely to attend school when they have access to clean water and sanitation facilities. Women's empowerment is also advanced, as they are freed from the burden of long journeys to fetch water and can invest their time in other pursuits.

The WaSH goal is not just about providing clean water and sanitation; it's about breaking the cycle of poverty, improving health outcomes, empowering women, enhancing education, and fostering sustainable development. By tackling these challenges head-on, the East Action Organization can uplift marginalized and vulnerable communities in Ethiopia, setting the stage for a brighter and healthier future for all.

3.3. Health and Nutrition

The pursuit of equitable health and proper nutrition holds the potential to extend lifespans and fundamentally transform the quality of life for marginalized and vulnerable groups in Ethiopia. Within these communities, access to adequate healthcare and balanced nutrition remains a constant struggle, leading to a cascade of challenges that hinder personal growth, economic stability, and social progress. For marginalized individuals and families, limited access to healthcare services translates into increased susceptibility to preventable illnesses and a higher risk of mortality. This barrier deepens disparities in health outcomes,

perpetuating cycles of poverty and compromising the well-being of entire communities. Children, particularly vulnerable, suffer from malnutrition, stunting, and developmental delays due to inadequate nutrition and healthcare.

By focusing on health and nutrition, the East Action Organization (EAO) has the opportunity to reshape these trajectories. Improved access to healthcare services, including preventive measures, diagnostics, and treatments, can significantly reduce the burden of disease. This not only saves lives but also diminishes the financial strain on families who would otherwise bear the cost of medical expenses. Proper nutrition is essential for overall growth and cognitive development, particularly among children. Adequate nourishment during critical stages of life lays the foundation for future success, both academically and professionally. Women, often the primary caregivers, also benefit from better health and nutrition, enabling them to play active roles in their families and communities.

Addressing health and nutrition gaps is not solely about extending lifespans; it's about promoting the holistic well-being of individuals and their communities. Healthy individuals are better positioned to pursue education, secure livelihoods, and contribute positively to society. By implementing health education programs alongside healthcare services, EAO can empower marginalized populations with the knowledge to make informed decisions about their health and nutrition. The Health and Nutrition goal transcends the boundaries of healthcare alone; it encompasses a transformative effort to uplift marginalized and vulnerable individuals by providing them with the resources, knowledge, and opportunities they need to thrive. By investing in health and nutrition, EAO is not only saving lives but also cultivating a foundation for resilient communities and a brighter future for all in Ethiopia.

3.4. Education and Literacy

Education is a beacon of hope, a catalyst for change, and a pathway toward empowerment that can profoundly impact the lives of marginalized and vulnerable groups in Ethiopia. Limited access to quality education in these communities perpetuates cycles of poverty and obstructs the realization of individual potential and societal progress. For marginalized individuals, the lack of educational opportunities contributes to a cycle of limited prospects, hindering communication, problem-solving abilities, and critical thinking skills essential for personal development and participation in a rapidly evolving world.

By focusing on education and literacy, the East Action Organization (EAO) can chart a transformative path. Quality education serves as a gateway to breaking the chains of intergenerational poverty. Educated individuals are more likely to secure better employment opportunities, break free from traditional gender roles, and contribute to their families' economic well-being. Moreover, education transcends the individual and has the potential to reshape entire communities. Educated individuals become agents of positive change, capable of advocating for their rights, making informed decisions, and participating in civic activities, fostering a more inclusive and harmonious society.

Addressing education and literacy gaps is not just about placing books in the hands of children; it's about nurturing a culture of learning, curiosity, and aspiration. By promoting education, EAO can instill a sense of hope, resilience, and agency among marginalized individuals, enabling them to contribute to their communities' development and advancement. The Education and Literacy goal is the key that unlocks doors to a brighter future for marginalized and vulnerable groups in Ethiopia. Through education, EAO is not only empowering individuals but also nurturing a foundation for equitable progress, social transformation, and sustainable development that will echo through generations.

3.5. Child Protection & Gender Equality

Ensuring the protection and well-being of marginalized and vulnerable groups is fundamental to social justice and human rights in Ethiopia. These groups often face heightened vulnerabilities, being disproportionately exposed to exploitation, abuse, violence, and discrimination. The Child Protection and Gender Equality goal aims to safeguard their dignity, rights, and safety while fostering a more just and inclusive society. Marginalized individuals, including women, children, refugees, and ethnic minorities, bear the brunt of various vulnerabilities stemming from displacement, conflict, economic instability, and systemic discrimination, which undermine their physical, emotional, and psychological well-being.

By prioritizing protection, the East Action Organization (EAO) can play a transformative role. Establishing and reinforcing protective measures ensures that marginalized individuals are shielded from harm and provided with avenues to seek justice. This not only empowers them to escape cycles of violence but also creates an environment conducive to their personal growth and development. Protection initiatives include advocacy to change harmful norms and practices, providing legal support and resources for victims of abuse, and creating safe spaces for women,

children, and other marginalized individuals, promoting a culture of respect, empathy, and equality.

Addressing child protection and gender equality issues has a ripple effect on broader societal dynamics. By safeguarding rights and addressing vulnerabilities, EAO contributes to creating a safer and more inclusive environment for all. Communities free from violence and exploitation are better positioned to invest in education, economic activities, and civic engagement, fueling social progress and sustainable development. The Child Protection and Gender Equality goal is a testament to EAO's commitment to upholding the dignity and rights of marginalized and vulnerable individuals. By fostering an environment of safety, respect, and justice, the organization can break the chains of vulnerability, create lasting change, and build a society where everyone can thrive without fear or discrimination.

3.6. Conflict Resolution & Peacebuilding

Nurturing peace, unity, and harmony is a paramount mission for diverse communities in Ethiopia. Amidst the challenges of conflict, displacement, and instability, the Conflict Resolution and Peacebuilding goal championed by the East Action Organization (EAO) signifies a commitment to mend divisions, restore dignity, and lay the groundwork for a future characterized by cooperation and resilience. Conflicts disrupt economic development, community bonds, and social progress, making peacebuilding essential for sustainable growth and stability.

By placing an emphasis on peacebuilding, EAO holds the potential to initiate transformative change. This approach involves facilitating dialogue, equipping individuals with conflict resolution skills, and involving local communities in crafting solutions tailored to their unique circumstances. Community involvement in the peacebuilding process not only engenders a sense of ownership but also cultivates a commitment to sustained peaceful coexistence. Additionally, peacebuilding's impact extends beyond individual communities, influencing regional stability and economic advancement, as a peaceful environment supports economic activities and livelihoods.

In post-conflict scenarios, peace restoration lays the foundation for reconstruction. Displaced populations can return to their homes, revitalize their communities, and rejuvenate their cultural heritage. EAO's dedication to peacebuilding serves as a guiding light for these processes, facilitating recovery, reintegration, and

empowerment. The Conflict Resolution and Peacebuilding goal embraced by EAO transcends individual communities to encompass a broader vision for Ethiopia. By nurturing peace, restoring bonds, and inspiring trust, the organization fosters an environment where sustainable development, social harmony, and a future defined by peace and prosperity can flourish.

3.7. Emergency Humanitarian Assistance and Response

Providing a secure haven and essential resources is a mission of paramount importance, particularly for communities facing vulnerability and upheaval across Ethiopia. The Emergency Humanitarian Assistance and Response goal, at the heart of the East Action Organization's (EAO) efforts, embodies a commitment to restoring dignity, offering protection, and laying the groundwork for stability amidst the chaos of displacement, disasters, and crises. The lack of proper shelter and essential items affects mental well-being, erodes dignity, and exacerbates the challenges faced by already vulnerable individuals.

EAO's approach to emergency assistance is transformative, involving not only providing immediate relief but also empowering communities to participate in the process. By involving communities in designing and constructing shelters, EAO ensures that the provided solutions resonate with their needs, cultural context, and long-term aspirations. This goal extends beyond mere provision of shelter—it acts as a catalyst for resilience and recovery. Adequate shelter provides stability, restoring normalcy to individuals whose lives have been upended by disasters or displacement. By offering essential items such as blankets, clothing, and hygiene kits, EAO nurtures health, well-being, and self-esteem.

In times of crisis, the restoration of shelter and provision of non-food items symbolizes hope and empowerment. Displaced families are afforded the chance to rebuild, restore, and restart their lives. EAO's commitment to emergency humanitarian assistance shines as a beacon, guiding communities through the daunting journey of recovery and revitalization. The Emergency Humanitarian Assistance and Response goal encapsulates a vision deeply resonating within Ethiopia's diverse communities. By restoring shelter, dignity, and essential resources, EAO not only addresses immediate challenges but also lays the foundation for a future marked by stability, healing, and renewal. Through these initiatives, EAO offers a chance at rebuilding, reminding communities that they are not alone in their journey toward recovery.

3.8. Environmental Protection and Climate Change Adaptation

Environmental protection and climate change adaptation are critical to ensuring the long-term sustainability and resilience of pastoral and agro-pastoral communities across Ethiopia. The East Action Organization's (EAO) focus on this strategic priority embodies a commitment to safeguarding natural resources, promoting sustainable practices, and empowering these communities to withstand and adapt to the impacts of climate change. Pastoral and agro-pastoral communities in Ethiopia face significant challenges due to environmental degradation and climate change. Issues such as deforestation, soil erosion, and unpredictable weather patterns exacerbate food insecurity, economic instability, and health risks. Addressing these challenges is essential for creating a stable and prosperous future for these communities.

EAO's approach to environmental protection involves promoting sustainable land management practices, conserving biodiversity, and restoring degraded ecosystems tailored to the needs of pastoral and agro-pastoral communities. By implementing projects that encourage reforestation, soil conservation, and water resource management, EAO helps these communities rebuild and maintain the health of their environment. Climate change adaptation is equally crucial. EAO empowers these communities to develop and implement adaptive strategies that mitigate the impacts of climate change, including introducing climate-resilient agricultural practices, diversifying income sources, and enhancing disaster preparedness. By building local capacity and knowledge, EAO ensures that these communities are better equipped to face the uncertainties of a changing climate.

The Environmental Protection and Climate Change Adaptation goal extends beyond immediate environmental concerns, fostering a holistic approach that integrates economic, social, and environmental dimensions. By promoting green technologies, renewable energy, and sustainable livelihoods, EAO contributes to economic development and poverty reduction while ensuring environmental sustainability. EAO's efforts in environmental education raise awareness about the importance of environmental stewardship and climate action among pastoral and agro-pastoral communities. By engaging these communities, particularly youth and women, in environmental initiatives, EAO fosters a culture of sustainability and collective responsibility. This goal encapsulates a vision for a resilient and sustainable Ethiopia, addressing immediate environmental challenges and laying the foundation for a vibrant and sustainable future. Through these efforts, EAO is helping to build a resilient Ethiopia that can thrive in the face of environmental and climatic adversities.

4. GOAL AND OBJECTIVES

The East Action Organization is committed to a holistic and inclusive approach to community advancement, encompassing essential elements such as clean water, sanitation, and hygiene; promoting health, nutrition, and overall well-being; fostering education and literacy; safeguarding dignity and rights through protection initiatives; revitalizing livelihoods, agriculture, and ensuring food security; nurturing peacebuilding and unity; providing shelter and essential items; and achieving the sustainable reintegration and stability of internally displaced persons (IDPs) in Ethiopia.

Our dedication to IDPs involves a multifaceted strategy, including the facilitation of secure and voluntary returns to their original communities, active promotion of integration into local communities with full access to rights and opportunities, provision of support for alternative relocation when necessary, addressing root causes of internal displacement, and empowering IDP communities for self-reliance and active contribution to their own development. Through this comprehensive approach, the East Action Organization aims to ensure the transformation and upliftment of marginalized, vulnerable, and diverse communities throughout Ethiopia.

In this section, we will provide an in-depth exploration of our strategic objectives for each pivotal goal, offering transparency and a clear roadmap for achieving our aspirations. Through detailed accounts of our objectives, the strategies we will employ, and the corresponding Key Performance Indicators (KPIs), we aim to demonstrate our commitment to the transformation and upliftment of communities throughout Ethiopia. This comprehensive approach ensures that our initiatives are strategic, transparent, and impactful, leading to positive and lasting change for those we serve.

4.1. GOAL-1

Building Resilient Communities and Ensuring Food Security

The goal is to build resilient communities and ensure food security in Ethiopia. The strategic objectives encompass promoting sustainable agricultural practices and modernizing farming techniques to enhance agricultural productivity and resilience of farming communities. Additionally, the goal aims to increase access to credit and inputs for smallholder farmers, fostering financial inclusion and improved agricultural productivity. Furthermore, it seeks to enhance market linkages and value chains for agricultural products, ensuring better income generation for farmers and improved market integration. Lastly, the goal focuses on improving food storage and distribution systems to mitigate food shortages, reducing food losses and increasing food availability in vulnerable communities.

By achieving these objectives, East Action Organization aims to create resilient communities that can effectively cope with challenges, especially those related to agricultural productivity and food security. These efforts are crucial to ensuring sustainable food production, improving livelihoods for farmers, and addressing food shortages in the country. Ultimately, the goal aims to build a more food-secure and resilient Ethiopia, benefiting both rural and urban communities alike.

Objective 1:	Promote sustainable livelihood practices in pastoral and agropastoral areas
The objective is focused on elevating agricultural productivity and ensuring sustainability by fostering the adoption of modern farming practices. This goal seeks to drive an observable increase in agricultural productivity while enhancing the resilience of farming communities. The strategic course to realize this objective encompasses a multi-pronged approach: providing pastoral and agropastoral communities with essential training and extension services to embed sustainable agricultural practices, forging a synergy between modern methodologies and age-old wisdom; championing the use of improved animal fodder seeds and advanced rangeland management practices to amplify livestock rearing while preserving delicate ecosystems; establishing demonstrative farms that serve as tangible models of best practices, offering a hands-on understanding of effective methodologies to	

<p>pastoral and agropastoral communities; and furnishing comprehensive support to adopt efficient water management and irrigation schemes, facilitating the judicious use of water resources to amplify agricultural output. By seamlessly integrating these strategies, the objective strives to create an environment of heightened agricultural productivity and fortified resilience, cultivating a harmonious balance between modern techniques and traditional wisdom for the enduring benefit of farming communities.</p>	
Result	Increased agricultural productivity and resilience of farming communities.
Strategies	<ol style="list-style-type: none"> 1) Provide training and extension services to pastoral and agropastoral on sustainable agricultural practices. 2) Promote the use of improved animal fodders seeds and rangeland management practices. 3) Establish demonstration farms to showcase best practices to pastoral and agropastoral communities. 4) Support pastoral and agropastoral communities in adopting efficient water management and irrigation schemes. 5) Support pastoral, agropastoral and farming communities with improvement in livestock treatment and disease prevention 6) Support pastoral, agropastoral and farming communities with pesticide use in preventing crop pathologies.
KPIs	<ol style="list-style-type: none"> 1) Number of beneficiaries reporting increased knowledge on sustainable agricultural practices 2) Number of pastoral and agropastoral communities trained 3) Number of pastoral and agropastoral communities using improved animal fodders seeds and rangeland management practices. 4) Number of pastoral and agropastoral communities benefited from efficient water management and irrigation schemes 5) Number of pastoral and agropastoral communities whose livestock received therapeutic and preventive interventions 6) Number of pastoral and agropastoral communities supported with provision of pesticides to crop produces

Objective:2	Increase access to credit and inputs for pastoral and agropastoral communities.
The objective is to enhance smallholder farmers' access to financial resources and vital agricultural inputs, promoting both financial inclusion and agricultural productivity. Strategies include strengthening cooperatives, establishing microfinance linkages, fostering inclusive value chains, and facilitating climate insurance access. These efforts aim to empower smallholder farmers with tools for growth, resilience, and prosperity.	
Result	Enhanced financial inclusion and agricultural productivity among smallholder farmers.
Strategies	<ol style="list-style-type: none"> 1) Strengthen members of cooperatives and producer associations for collective bargaining power. 2) Establish linkage between the members of cooperatives and producer associations for microfinance services. 3) Promote inclusive agricultural value chains to link smallholder farmers and livestock producers to markets. 4) Facilitate access to climate insurance and risk management tools for farmers.
KPIs	<ol style="list-style-type: none"> 1) Number of cooperatives and producer associations supported for collective bargaining power. 2) Numbers of cooperatives that are trained in business plans and financial literacy 3) Number of business plans developed that are successful and receive microfinance services. 4) Number of links created between the members of cooperatives and producer associations for microfinance services. 5) Number of training sessions delivered on inclusive agricultural value chains. 6) Number of farmers that are able to subscribe to climate insurance and risk management tools
Objective:3	Enhance market linkages and value chains for agricultural products.
The objective is to enhance farmers' income by strengthening market access and optimizing value chains. This involves improved market integration, value addition, and public-private partnerships to amplify agricultural marketing initiatives. The goal also entails fostering the participation of women and	

youth in agricultural value chains, unlocking their transformative potential for sustainable economic growth.	
Result	Improved market integration and income generation for farming communities.
Strategies	<ol style="list-style-type: none"> 1) Establish and improve market infrastructure. 2) Facilitate access to information on market prices, demand, and supply. 3) Promote value addition on agricultural products. 4) Promote processing of agricultural products to sell in the market 5) Foster public-private partnerships (PPP) to support agricultural marketing initiatives. 6) Encourage the participation of women and youth in agricultural value chains.
KPIs	<ol style="list-style-type: none"> 1) Number of farmers that successfully access markets and sell their products. 2) % of farmers that report improved knowledge on market opportunities 3) Number of successful public-private partnerships created. 4) Number of women and youth participated in agricultural value chains awareness raising sessions.
Objective:4	Promote women's entrepreneurship and access to markets.
<p>The objective is dedicated to fostering women's economic empowerment by nurturing women entrepreneurs and enhancing their market access. The intended outcome revolves around a notable rise in women's participation in entrepreneurship and the facilitation of improved market opportunities for women-led businesses. This strategic approach encompasses offering comprehensive business development training and capacity-building support tailored to women entrepreneurs, propelling their growth and success; establishing women-led cooperatives and networks that bolster collective marketing efforts and enhance bargaining power; and creating platforms and events designed to showcase and promote women's products and businesses, thereby facilitating their visibility and growth within the market. Through the integration of these strategic components, the objective strives to pave a path for enhanced economic empowerment for women, magnifying their role in entrepreneurship and amplifying their impact in the business landscape.</p>	

Result	Increased participation of women in entrepreneurship and enhanced market access for women-led businesses.
Strategies	<ol style="list-style-type: none"> 1) Provide business development training and capacity-building support for women entrepreneurs. 2) Establish women-led cooperatives and networks for collective marketing and bargaining power. 3) Create platforms and events to showcase and promote women's products and businesses.
KPIs	<ol style="list-style-type: none"> 1) Number of women entrepreneurs receiving business development support. 2) Number of women entrepreneurs successfully submitting business plans to microcredit institutions 3) Number of women-led cooperatives and networks established or strengthened. 4) Number of women that participated in showcasing events and markets.

By implementing these strategies and monitoring the associated KPIs, Ethiopia can work towards achieving the goal of building resilient communities and ensuring food security. These efforts are vital to increasing agricultural productivity, improving farmers' livelihoods, and addressing food insecurity challenges in the country.

4.2. GOAL-2

Enhance Access to Safe and Clean Water, Sanitation, And Hygiene (Wash) For Vulnerable Communities

The primary goal is to enhance access to safe and clean water, sanitation, and hygiene (WaSH) for vulnerable communities across Ethiopia. This comprehensive initiative aims to improve water availability, promote proper sanitation facilities, and instill behavior change in hygiene practices. By strategically implementing water infrastructure projects, providing water purification solutions, and facilitating community participation, the project seeks to increase the number of vulnerable communities with access to safe drinking water. Additionally, it aims to enhance sanitation facilities, promote waste management systems, and advocate for inclusive and accessible sanitation facilities for vulnerable populations. Through hygiene education campaigns and training, the goal aims to empower communities to adopt improved hygiene practices, leading to reduced waterborne diseases. Lastly, the project aims to strengthen institutional capacity and governance for sustainable WaSH management, ensuring effective and coordinated efforts to address the specific needs of vulnerable communities. By achieving these objectives, EAO aims to improve public health and overall well-being among its vulnerable populations.

Objective 1:	Increase access to safe and clean drinking water sources for vulnerable communities and Marginalized group
The objective aims to ensure that vulnerable communities have increased access to safe and clean drinking water sources by conducting community needs assessments to identify areas with the greatest water access challenges, implementing water infrastructure projects in targeted vulnerable areas, such as wells, boreholes, Bonds, Birka, and Havedam), providing water purification and treatment solutions in areas with water quality issues, and facilitating community participation and ownership in managing and maintaining water sources.	
Result	Improved availability and accessibility of safe drinking water for vulnerable communities.
Strategies	1) Conduct community needs assessments to identify areas with the greatest water access challenges. 2) Implement water infrastructure projects in targeted vulnerable areas, such as wells and boreholes.

	<ul style="list-style-type: none"> 3) Provide water purification and treatment solutions in areas with water quality issues. 4) Facilitate community participation and ownership in managing and maintaining water sources. 5) Rehabilitation of existing water points
KPIs	<ul style="list-style-type: none"> 1) Percentage increase in the number of vulnerable communities with access to safe drinking water. 2) Number of water infrastructure projects completed in vulnerable areas. 3) Water quality compliance rate in vulnerable communities. 4) Number of water points that are community owned and managed. 5) Number of water sources rehabilitated and maintained
Objective: 2	Improve sanitation facilities, including proper waste disposal and toilet systems.
<p>The objective aims to enhance sanitation facilities and waste management practices to meet the needs of vulnerable communities, resulting in improved sanitation infrastructure and waste disposal in these areas. This will be achieved through upgrading and building sanitation facilities, including toilets and latrines, promoting community-led total sanitation programs to raise awareness and foster behavioral change in hygiene practices, establishing waste management systems, Construction of holes for waste disposal and advocating for inclusive and accessible sanitation facilities, particularly for people with disabilities.</p>	
Result	Improved sanitation infrastructure and waste disposal in vulnerable communities.
Strategies	<ul style="list-style-type: none"> 1) Upgrade and build sanitation facilities, including toilets and latrines in vulnerable communities. 2) Promote community-led total sanitation programs to raise awareness and behavioral change in hygiene practices. 3) Establish waste management systems and promote recycling initiatives in vulnerable areas. 4) Advocate for inclusive and accessible sanitation facilities, especially for people with disabilities. 5) Construction of well-designed holes for waste disposal

KPIs	<ol style="list-style-type: none"> 1) Percentage increase in the number of households with improved sanitation facilities in vulnerable communities. 2) Number of awareness raising campaign on use of sanitation facilities among vulnerable communities. 3) Number of waste management systems established. 4) Number of recycling initiatives implemented in vulnerable areas. 5) Availability of inclusive sanitation facilities for vulnerable populations. 6) Number of holes constructed for waste disposal
Objective: 3	Promote hygiene education and behavioural change to reduce waterborne diseases.
<p>The objective aims to educate and empower vulnerable communities to adopt improved hygiene practices, leading to reduced waterborne diseases. This will be achieved through conducting hygiene education campaigns using culturally sensitive and community-specific approaches, providing hygiene training and workshops to community members, teachers, and health workers, developing and distributing educational materials on hygiene best practices in local languages, and engaging community leaders and influencers to promote positive hygiene behaviors.</p>	
Result	Improved hygiene practices and reduced incidence of waterborne diseases in vulnerable communities.
Strategies	<ol style="list-style-type: none"> 1) Conduct hygiene education campaigns using culturally sensitive and community-specific approaches. 2) Provide hygiene training and workshops to community members, teachers, and health workers. 3) Develop and distribute IEC materials on hygiene best practices in local languages. 4) Engage community leaders, Religious leaders, and influencers to promote positive hygiene behaviors.
KPIs	<ol style="list-style-type: none"> 1) Percentage increase in the adoption of improved hygiene practices in vulnerable communities. 2) Reduction in waterborne disease incidence in vulnerable communities. 3) Effectiveness of hygiene training and awareness raising as demonstrated waterborne disease. 4) number of community leaders and influencers engagement in promoting hygiene practices.

Objective: 4	Strengthen institutional capacity and governance for sustainable WaSH management.
<p>The objective aims to improve the management and governance of WaSH initiatives in vulnerable areas by building the capacity of institutions and governance structures. This will be achieved through establishing or strengthening WaSH authorities and departments with a focus on vulnerable community needs, developing and implementing policies and guidelines for WaSH programs targeting vulnerable communities, enhancing coordination and collaboration among government agencies, NGOs, and community-based organizations working in WaSH in vulnerable communities, and improving data collection and research to inform evidence-based decision-making for WaSH projects in vulnerable areas.</p>	
Result	Improved management and governance of WaSH initiatives in vulnerable areas.
Strategies	<ol style="list-style-type: none"> 1) Establish or strengthen WaSH authorities and departments with a focus on vulnerable community needs. 2) Enhance coordination and collaboration among government agencies, NGOs, and community-based organizations working in WaSH in vulnerable communities. 3) Improve data collection and research to inform evidence-based decision-making for WaSH projects in vulnerable areas. 4) Capacitate the community-level knowledge
KPIs	<ol style="list-style-type: none"> 1) Number of capacity-building workshops and training programs conducted for WaSH professionals in vulnerable areas. 2) Number of joint projects implemented through coordination and collaboration among stakeholders in WaSH projects. 3) Number of data and research outputs to inform WaSH projects in vulnerable areas. 4) Number of community members improved their capacity

By implementing these strategies and monitoring the associated KPIs, EAO can make progress in achieving the goal of enhancing access to safe and clean water, sanitation, and hygiene for vulnerable communities. These efforts are crucial to improving public health and well-being and addressing the unique challenges faced by vulnerable populations in the country.

4.3. GOAL-3

Health System Strengthening and Nutrition Support

The overarching goal is to strengthen healthcare and nutrition support during emergencies in Ethiopia. This goal aims to improve the resilience and capacity of healthcare services and nutrition programs to effectively respond to emergencies and protect the well-being of vulnerable populations. The objective includes enhancing access to quality healthcare services, with a particular focus on maternal and child health, during emergencies. Additionally, it aims to reduce the prevalence of communicable diseases through preventive measures and timely treatment in emergency settings, address malnutrition and food insecurity through targeted nutrition programs and interventions and strengthen healthcare infrastructure and capacity for efficient service delivery during emergencies. By achieving these objectives, Ethiopia seeks to increase the availability and accessibility of quality healthcare services for mothers and children, minimize the spread and impact of communicable diseases, improve nutritional status, and enhance the overall response and preparedness of healthcare facilities during times of crisis. These efforts are vital to safeguarding the health and well-being of vulnerable communities and ensuring an effective emergency response in the face of disasters and humanitarian crises.

Objective 1:	Improve access to quality healthcare services, maternal and child health services including during emergencies.
The objective aims to enhance access to quality healthcare services, with a particular focus on maternal and child health, in emergency situations, resulting in increased availability and accessibility of such services for mothers and children during emergencies. This will be achieved through establishing mobile health clinics and temporary medical facilities in disaster-affected areas, strengthening referral systems to ensure proper medical care for pregnant women and children, training healthcare personnel on emergency response and disaster management, providing medical supplies and equipment for emergency healthcare needs, and coordinating with humanitarian organizations to streamline healthcare services and Volunteer Groups for Referral Pathway.	

Result	Increased availability and accessibility of quality healthcare services for mothers and children including during emergencies.
Strategies	<ol style="list-style-type: none"> 1) Establish mobile health clinics and temporary medical facilities in disaster-affected areas. 2) Strengthen referral systems to ensure proper medical care for PLW and children. 3) Train healthcare personnel on emergency response. 4) Provision of medical supplies, medication and equipment 5) Coordinate with humanitarian organizations to streamline healthcare services. 6) Establishing Volunteer Groups for Referral Pathway.
KPIs	<ol style="list-style-type: none"> 1) Percentage increase in the number of mothers and children receiving healthcare including during emergencies. 2) Number of mobile health clinics and temporary medical facilities deployed during emergencies. 3) Number of referred cases to other service providers. 4) Number of healthcare personnel trained in emergency response. 5) Number of MOUs signed and implemented with partners 6) A number of Trained Volunteer Groups for Referral Pathway.
Objective: 2	Reduce the prevalence of communicable diseases through preventive measures and treatment during emergencies.
<p>The objective aims to minimize the spread and impact of communicable diseases through prevention and timely treatment in emergency settings, resulting in decreased prevalence of communicable diseases and reduced mortality rates during emergencies. This will be achieved through conducting disease surveillance and early warning systems to detect outbreaks, implementing vaccination campaigns to protect vulnerable populations from preventable diseases, distributing mosquito nets and insect repellents to prevent vector-borne diseases, providing timely medical treatment and</p>	

medications to affected individuals, and promoting health education and awareness (Targeted and Mass) to encourage preventive behaviors.	
Result	Decreased prevalence of communicable diseases and reduced mortality rates during emergencies.
Strategies	<ol style="list-style-type: none"> 1) Conduct disease surveillance and early warning systems to detect outbreaks. 2) Implement vaccination campaigns to protect vulnerable populations from preventable diseases. 3) Distribute mosquito nets and insect repellents to prevent vector-borne diseases. 4) Provide medical treatment and medications to affected individuals. 5) Promote health education and awareness (Targeted and Mass) to encourage preventive behaviors. 6) Establish Quarantine Tents for Affected peoples. 7) Distribution of purified water treatment.
KPIs	<ol style="list-style-type: none"> 1) Reduction in the incidence of communicable diseases during emergencies. 2) Percentage of the target population vaccinated during disease outbreaks. 3) Number of mosquito nets and insect repellents distributed. 4) Number of consultations provided at health facilities. 5) KAP study on adoption of preventive behaviors in vulnerable communities. 6) number of Quarantine Tent, and Affected peoples 7) A number of HH Distributed purified water treatment.
Objective: 3	Address malnutrition and food insecurity through nutrition programs and interventions during emergencies.
The objective aims to mitigate malnutrition and food insecurity by implementing targeted nutrition programs and interventions in emergency-affected areas, resulting in improved nutritional status and reduced food insecurity among vulnerable populations during emergencies. This will be achieved through providing therapeutic and supplementary feeding for	

malnourished individuals, especially children and pregnant women, distributing food aid and nutrition supplements to food-insecure households, implementing agricultural and livelihood support programs to enhance food production and income generation, conducting nutrition education and counseling for affected communities, and monitoring and assessing nutrition outcomes to inform response and adaptation.	
Result	Improved nutritional status and reduced food insecurity among vulnerable populations during emergencies.
Strategies	<ol style="list-style-type: none"> 1) Provide therapeutic and supplementary feeding for malnourished individuals, especially children and PLW. 2) Distribute food aid and nutrition supplements to food-insecure households. (Targeted and Blanket) 3) Implement agricultural and livelihood support programs to enhance food production and income generation. 4) Conduct nutrition education and counseling for affected communities. 5) Monitor and assess nutrition outcomes to inform response and adaptation. 6) Establish an M2M Volunteer group Education with MUAC 7) Provide Routine Medicine and immunization. 8) Establish School Feeding
KPIs	<ol style="list-style-type: none"> 1) Reduction in the incidence and prevalence of malnutrition among vulnerable groups during emergencies. 2) Number of individuals receiving therapeutic and supplementary feeding. 3) Number of households generating enough income to cover basic household needs. 4) Number of awareness-raising sessions 5) Number of rapid KAP surveys undertaken 6) Number of M2M Volunteer Group Trained With MUAC 7) Number of Individuals Receiving Routine Medicine and Immunization.(<5 and PLW). 8) Number of School Feeding
Objective: 4	Strengthen healthcare infrastructure and capacity for efficient service delivery.

The objective aims to improve the resilience and capacity of healthcare facilities and personnel to deliver efficient services during emergencies, resulting in enhanced healthcare infrastructure and improved capacity to respond to emergencies. This will be achieved through upgrading and reinforcing healthcare facilities to withstand disasters and emergencies, equipping healthcare facilities with essential medical supplies and equipment for emergency response, training healthcare personnel in emergency triage and care, developing and practicing emergency response plans at healthcare facilities, and establishing communication systems to coordinate healthcare services during emergencies.

Result	Enhanced healthcare infrastructure and improved capacity to respond to emergencies.
Strategies	<ol style="list-style-type: none"> 1) Upgrade and reinforce healthcare facilities to withstand disasters and emergencies. 2) Equip healthcare facilities with essential medical supplies and equipment for emergency response. 3) Train healthcare personnel in emergency triage and care. 4) Develop and practice emergency response plans at healthcare facilities.
KPIs	<ol style="list-style-type: none"> 1) Number of healthcare facilities upgraded for emergency response. 2) Availability of essential medical supplies and equipment in healthcare facilities based on the minimum standard from MOH/WHO. 3) Number of healthcare personnel trained in emergency triage and care. 4) Percentage of healthcare personnel that shEAO improved knowledge on emergency response plans in healthcare facilities.

By implementing these strategies and monitoring the associated KPIs, East Action Organization can work towards achieving the goal of strengthening healthcare and nutrition support during emergencies. These efforts are crucial to saving lives, reducing suffering, and protecting the well-being of vulnerable communities in times of crisis.

4.4. GOAL-4

Improve Equitable Access and Quality Education

The goal is to empower equitable access and quality education for marginalized communities in Ethiopia. The objective is to improve access to quality education at all levels, with a specific focus on marginalized communities, ensuring inclusivity and equity in education. This goal aims to increase the enrollment and retention of marginalized students in quality education institutions. It encompasses strategies such as establishing schools and educational facilities in marginalized areas, providing scholarships and financial support to marginalized students, training teachers in inclusive teaching methodologies, implementing affirmative action policies, and improving transportation and infrastructure to facilitate access to educational institutions. The goal also emphasizes enhancing the quality of teaching and learning through teacher training and curriculum development, aiming to achieve enhanced learning outcomes and academic performance of marginalized students. Additionally, the goal seeks to promote gender equality and inclusivity in education, advocate for gender-responsive policies, establish safe and supportive learning environments for girls, and engage communities to challenge gender norms and support girls' education. Furthermore, the goal aims to enhance adult literacy programs to empower individuals and communities, increasing literacy rates among adults in marginalized areas and providing vocational training and skill development opportunities alongside literacy programs. By achieving these objectives, Ethiopia aims to empower marginalized communities with knowledge and skills, promote social inclusion, and bridge educational disparities, thereby contributing to the overall development and empowerment of the country's marginalized populations.

OBJECTIVE 1:	INCREASE ACCESS TO QUALITY EDUCATION AT ALL LEVELS, WITH A FOCUS ON MARGINALIZED COMMUNITIES.
the objective is to improve access to quality education for marginalized communities, ensuring inclusivity and equity in education. this entails increasing enrollment and retention of marginalized students in quality educational institutions. to achieve this goal, the organization will undertake a comprehensive approach, including the establishment of schools and educational facilities in marginalized areas to bring education closer to the communities. scholarships and financial support will be provided to ensure that marginalized students have the resources needed to pursue their	

education without barriers. teachers will be trained in inclusive teaching methodologies to create an environment that caters to diverse learning needs. additionally, affirmative action policies will be developed and implemented to promote the active participation of marginalized students. improving transportation and infrastructure will also be prioritized to facilitate easy access to educational institutions, making education more accessible and equitable for all. by combining these strategies, the organization aims to bridge the education gap and empower marginalized communities through quality education.

RESULT	Increased enrolment and retention of marginalized students in quality education institutions.
STRATEGIES	<ol style="list-style-type: none"> 1) Rehabilitate schools and provide educational facilities in marginalized areas. 2) Provide scholarships and financial support to marginalized students. 3) Train teachers on inclusive teaching methodologies. 4) Provide marginalized students with support on transportation to school. 5) Increase access to education. 6) Community engagement specially traditional, religious leaders and elders
KPI	<ol style="list-style-type: none"> 1) Number of schools Rehabilitated and provided with educational facilities in marginalized areas. 2) Number of students that received scholarships and financial support. 3) Number of teachers that received training on inclusive and accessible teaching methodologies. 4) Number of beneficiaries received school transportation support
OBJECTIVE:2	Enhance adult literacy programs to empower individuals and communities.
<p>the objective is to increase literacy rates among adults in marginalized communities, empowering them with knowledge and skills for personal and socio-economic development. the organization aims to achieve improved literacy rates and increased access to educational opportunities for adults in marginalized areas. to realize this goal, the organization will establish community-based literacy centers and mobile learning programs, bringing education closer to those who face geographical challenges. tailored literacy</p>	

programs will be designed to cater to specific marginalized groups, such as women and ethnic minorities, addressing their unique needs and learning preferences. engaging community members and volunteers as literacy facilitators will foster a sense of ownership and involvement, making the programs more effective and sustainable. to enhance the learning experience, the organization will develop relevant and culturally sensitive educational materials, making the content more relatable and meaningful to adult learners. recognizing the importance of practical skills for livelihoods, vocational training and skill development opportunities will be offered alongside literacy programs, empowering adults with the tools to improve their economic prospects. by combining these efforts, the organization envisions a future where adults in marginalized communities have greater access to education, experience improved literacy rates, and are equipped with essential knowledge and skills to lead fulfilling and self-reliant lives.

RESULT	Improved literacy rates and increased access to educational opportunities for adults in marginalized areas.
STRATEGIES	<ol style="list-style-type: none"> 1) Establish community-based literacy centers and mobile learning programs. 2) Provide tailored literacy programs for specific marginalized groups, such as women and people with special needs. 3) Engage community members and volunteers as literacy facilitators. 4) Develop relevant and culturally sensitive educational materials for adult learners. 5) coordination/collaboration legal actors and strengthening their capacity
KPIS	<ol style="list-style-type: none"> 1) Percentage increase in adult literacy rates in marginalized communities. 2) Number of community-based literacy centers and mobile learning programs established. 3) Number of tailored literacy programs for specific marginalized groups. 4) Number of community engagement and participation in adult literacy initiatives.
OBJECTIVE:3	Promote gender equality and inclusive education.

the objective is to ensure equal educational opportunities and access to quality education for all genders in marginalized communities, promoting gender parity and inclusivity in educational institutions and programs. to achieve this goal, the organization will advocate for gender-responsive policies and regulations in the education sector, aiming to eliminate gender-based barriers and discrimination. creating safe and supportive learning environments for girls and female students will be prioritized to encourage their active participation and engagement in education. by engaging parents and communities, the organization will work to garner support for girls' education and challenge harmful gender norms that hinder equal access to learning. additionally, the development and implementation of gender-sensitive curricula will promote positive attitudes towards gender equality and empower students with inclusive knowledge. monitoring and addressing gender-based disparities in educational access and outcomes will be a crucial aspect of the organization's efforts to track progress and ensure that all genders receive equitable and quality education. through these comprehensive strategies, the organization envisions a future where gender barriers in education are dismantled, and marginalized communities embrace equal educational opportunities for all, fostering a society where every individual can thrive and reach their full potential.

RESULT	Increased gender parity and inclusivity in educational institutions and programs.
STRATEGIES	<ol style="list-style-type: none"> 1) Advocate for gender-responsive policies and regulations in the education sector. 2) Improve safe and supportive learning environments for girls and female students. 3) Engage parents, teachers and communities to support girls' education and challenge gender norms.
KPIS	<ol style="list-style-type: none"> 1) Gender parity index in enrolment and retention rates in marginalized schools. 2) Number of safe and supportive learning environments established and availed for girls and female students. 3) Number of awareness resining and advocate sessions conducted. 4) Reduction in gender-based disparities in educational access and outcomes.

By implementing these strategies and monitoring the associated KPIs, Ethiopia can work towards achieving the goal of empowering equitable access and quality education for marginalized communities. These efforts are essential to promote social inclusion, address disparities, and empower marginalized individuals and communities through education.

4.5. GOAL-5

Ensuring Protection and Safeguarding of Vulnerable Groups

The goal is to safeguard and protect vulnerable groups in Ethiopia. The strategic objective includes strengthening child protection mechanisms to prevent child labor, abuse, and exploitation, aiming to reduce incidents of such practices among vulnerable communities. Additionally, the goal seeks to enhance social protection systems to support vulnerable households, improving their social and economic well-being through targeted support. Furthermore, the objective aims to combat gender-based violence (GBV) and promote gender equality, seeking to reduce the incidence of GBV and increase gender equality in vulnerable communities. Lastly, the goal focuses on providing assistance and protection to refugees and internally displaced persons (IDPs), ensuring their safety and well-being through humanitarian aid and protection measures.

By achieving these objectives, East Action Organization aims to protect the rights and well-being of vulnerable populations, including children, women, refugees, and internally displaced persons, fostering an environment of safety, support, and inclusion. These efforts are essential to address the specific challenges faced by vulnerable groups and create a more equitable and protective society for all.

Objective 1:	Strengthen child protection mechanisms to prevent child labor abuse and exploitation.
The overarching objective is to strengthen child protection systems and interventions, effectively shielding vulnerable children from labor, abuse, and exploitation. This objective is intricately tied to a tangible reduction in incidents of child labor, abuse, and exploitation within vulnerable communities. The strategic approach encompasses multiple facets: establishing resilient child protection committees and community-based safeguarding mechanisms; conducting enlightening awareness campaigns on child rights and protection; providing essential social and economic support to families to curtail child labor practices; and delivering vital counseling and rehabilitation services to children impacted by abuse and exploitation. These combined strategies are designed to create a holistic and fortified environment that empowers communities to proactively safeguard their children, thereby fostering an atmosphere of security, protection, and support for vulnerable youngsters.	

Result	Reduced incidents of child labor, abuse, and exploitation among vulnerable communities.
Strategies	<ol style="list-style-type: none"> 1) Establish child protection committees and community-based child safeguarding mechanisms. 2) Conduct awareness raising campaigns on child rights and child protection. 3) Provide social and economic support to families to reduce child labor practices. 4) Offer counseling and rehabilitation services for children affected by abuse and exploitation.
KPIs	<ol style="list-style-type: none"> 1) Percent decrease in child labor, abuse, and exploitation in targeted communities 2) Number of children who dropped out of child labor 3) % of protection committees reporting less occurrence of child abuse and exploitation in their communities. 4) Number of child protection committees and community-based safeguarding mechanisms established. 5) Community members reporting increased awareness on child rights and child protection relevant stakeholders 6) Number of children dropping out from child labour practices through households socio-economic support 7) Number of abused children receiving counseling and rehabilitation support.
Objective:2	Combat gender-based violence and promote gender equality.

The overarching objective is to proactively prevent and address gender-based violence (GBV) while promoting full-scale gender equality across all facets of life. This objective aspires to bring about a marked reduction in GBV incidents and a tangible increase in gender equality within vulnerable communities. The strategic roadmap for achieving this objective includes the implementation of targeted GBV prevention and response programs in vulnerable areas, coupled with impactful gender sensitization and awareness campaigns to challenge harmful norms. Additionally, the objective entails establishing secure spaces and essential support services for GBV survivors, alongside initiatives to empower women and ensure their equal participation in decision-making processes. By uniting these strategic components, the objective seeks to create a dynamic environment that actively

combats GBV and fosters a society founded on the principles of gender equality, ultimately cultivating safer, fairer, and more inclusive communities.	
Result	Reduced incidence of GBV and increased gender equality in vulnerable communities.
Strategies	<ol style="list-style-type: none"> 1) Implement GBV prevention and response programs in targeted vulnerable areas. 2) Conduct gender sensitization and awareness campaigns to challenge harmful gender norms. 3) Provide safe spaces and support services for survivors of GBV. 4) Promote women's empowerment and equal participation in decision-making processes.
KPIs	<ol style="list-style-type: none"> 1) Number of gender-based violence incidents reported in the supported communities 2) Percentage decrease in gender-based violence in EAO supported communities 3) Number of gender sensitization and awareness campaigns conducted. 4) Number of women and girls safe spaces and support services established for GBV survivors. 5) Number of women represented and participating in decision making processes at the community, household, and EAO-organizational level. 6) Number of women receiving socio-economic support leading to their empowerment and a greater participation in household decision making.
Objective:3	Provide assistance and protection to refugees and internally displaced persons.
<p>The overarching objective revolves around ensuring the safety and well-being of both refugees and internally displaced persons (IDPs) through a comprehensive approach that intertwines humanitarian assistance with fortified protection measures. This aspirational goal seeks to bring about improved living conditions and elevated protection standards within Ethiopia's refugee and IDP communities. The strategic pursuit entails multifaceted strategies: promptly addressing immediate needs by providing essential necessities, extending support to host communities to foster unity and stability; bolstering protection mechanisms to deter exploitation and abuse, ensuring secure spaces where vulnerability is minimized, and dignity is preserved; and advocating for durable solutions and peaceful conflict resolutions to address the underlying causes of displacement, thereby establishing enduring</p>	

stability and empowerment. The confluence of these strategies aims to create an environment where the safety, well-being, and dignity of refugees and IDPs are steadfastly upheld, shaping a future characterized by support, solidarity, and sustainable progress.

Result	Improved living conditions and protection for refugees and IDPs in Ethiopia.
Strategies	<ol style="list-style-type: none"> 1) Provide services to meet the immediate needs of refugees and IDPs and host communities. 2) Strengthen protection measures to prevent exploitation and abuse in refugee and IDP communities. 3) Advocate for durable solutions and peaceful resolution of conflicts causing displacement.
KPIs	<ol style="list-style-type: none"> 1) Number of beneficiaries who received basic humanitarian assistance. 2) Number of awareness raising campaigns on protection measures. 3) Number of seminars, workshops organized on durable solutions and peaceful resolution of conflicts causing displacement.

By implementing these strategies and monitoring the associated KPIs, Ethiopia can work towards achieving the goal of safeguarding and protecting vulnerable groups. These efforts are critical to ensuring the well-being and rights of vulnerable populations, such as children, women, refugees, and internally displaced persons.

4.6. GOAL-6

Fostering Peace and Social Cohesion for Sustainable Development

The goal is to foster peace and social cohesion for sustainable development in Ethiopia. The strategic objectives aim to support conflict resolution and peace mediation at the community level, strengthen the rule of law and access to justice, promote inter-community dialogue and social cohesion, and facilitate reconciliation and healing processes in conflict-affected areas. The goal seeks to create a harmonious and inclusive society where conflicts are addressed through dialogue and mediation, citizens have access to justice and legal protection, diverse communities build mutual understanding and cooperation, and healing and reconciliation efforts promote psychological well-being and community cohesion.

By achieving these objectives, EAO aims to create a peaceful and cohesive society where all citizens can live in harmony, resolve conflicts peacefully, and work together towards sustainable development. These efforts are vital to building a resilient and united nation, ensuring human rights protection, and promoting understanding and cooperation among diverse communities.

Objective 1:	STRENGTHEN THE RULE OF LAW AND ACCESS TO JUSTICE.
	the objective aims to address social, economic, and political challenges that hinder development by promoting peaceful coexistence, reducing conflicts, and ensuring equal opportunities for all. by fostering peace and social cohesion, societies can achieve sustainable development, improve quality of life, and access to justice and legal services, ensuring the rule of law is upheld.
Result	Enhanced access to justice and legal protection for all citizens an environment conducive to progress and prosperity
Strategies	<ol style="list-style-type: none">1) addressing inequalities and social injustices: inequality and social injustices2) creating in conflict prevention and resolution and proactive measures should be taken to prevent conflicts and address grievances before they escalate. this can include early warning systems, mediation processes, and peacebuilding initiatives.3) establish legal aid clinics and mobile courts to provide legal services in remote areas.4) promoting intercultural understanding and diversity whilst advocating for legal reforms to strengthen human rights protection.5) enhance the capacity of law enforcement agencies and judicial systems.

	6) promote alternative dispute resolution mechanisms to reduce case backlogs. 7) conduct public awareness campaigns on legal rights and recourse options.
KPIS	1) number of and social injustice, social divisions., and social protection issues for marginalized groups are addressed. 2) number of legal aid clinics and mobile courts established or expanded. 3) progress towards legal reforms and human rights protection. 4) embracing diversity and promoting intercultural understanding is essential for fostering peace and social cohesion. 5) efficiency and effectiveness of law enforcement agencies and judicial systems. 6) reduction in case backlogs through alternative dispute resolution. 7) level of awareness and understanding of legal rights among the population.
Objective:2	promote inter-community dialogue and social cohesion.
<p>The objective is focused on cultivating dialogue and mutual understanding among diverse communities, aimed at fostering social cohesion and improving relations. the intended outcome revolves around enhancing cooperation between communities with varied backgrounds. this strategic approach encompasses several pivotal initiatives, including organizing inter-community events and cultural exchanges to facilitate interaction, conducting conflict sensitivity training to promote empathy, supporting community-led efforts for social cohesion and integration, facilitating collaborative joint projects, and advocating for diversity and inclusivity in community decision-making processes. through the seamless integration of these strategies, the objective aspires to nurture an environment marked by understanding, collaboration, and unity, contributing to a more inclusive, harmonious, and cooperative societal fabric.</p>	
Result	improved relations and cooperation between diverse communities.
Strategies	1) organize inter-community events and cultural exchanges. 2) conduct conflict sensitivity training to promote understanding and empathy.

	<ul style="list-style-type: none"> 3) support community-driven initiatives for social cohesion and integration. 4) facilitate joint projects and collaborations between communities. 5) promote diversity and inclusivity in community decision-making processes.
Kpis	<ul style="list-style-type: none"> 1) number of inter-community events and cultural exchanges organized. 2) effectiveness of conflict sensitivity training in fostering understanding. 3) level of success and sustainability of community-driven initiatives for social cohesion. 4) number of joint projects and collaborations between communities. 5) level of diversity and inclusivity in community decision-making.
Objective:3	facilitate reconciliation and healing processes in conflict-affected areas.
<p>the objective is dedicated to supporting healing and reconciliation initiatives within communities scarred by past conflicts, with the overarching aim of enhancing psychological well-being and fostering community cohesion in conflict-affected regions. this strategic pursuit encompasses a range of vital strategies: providing psychosocial support and trauma counseling to individuals grappling with conflict's aftermath; orchestrating reconciliation ceremonies and truth-telling processes to acknowledge and address past wounds; backing community-driven peacebuilding and healing efforts that empower local reconciliation processes; creating inclusive spaces for dialogue and interaction between victims and perpetrators, fostering mutual understanding; and documenting and preserving conflict memories to deepen historical understanding and fortify ongoing peace endeavors. by skillfully interweaving these strategies, the objective endeavors to facilitate healing, nurture reconciliation, and contribute to the creation of a more resilient, united, and psychologically well-balanced community fabric within areas profoundly affected by historical conflicts.</p>	
Result	improved psychological well-being and community cohesion in conflict-affected areas.

Strategies	<ol style="list-style-type: none"> 1) provide psychosocial support and trauma counseling to affected individuals. 2) organize reconciliation ceremonies and truth-telling processes. 3) support community-led initiatives for peacebuilding and healing. 4) create spaces for dialogue and interaction between victims and perpetrators. 5) document and preserve memories of conflict for historical understanding.
KPIS	<ol style="list-style-type: none"> 1) number of individuals receiving psychosocial support and trauma counseling. 2) effectiveness of reconciliation ceremonies and truth-telling processes. 3) level of community participation in peacebuilding and healing initiatives. 4) number of spaces and forums created for dialogue between victims and perpetrators. 5) success and impact of efforts to document and preserve memories of conflict.
Objective:4	support conflict resolution and peace mediation efforts at the community level.
<p>the objective is centered on advancing peacebuilding and conflict resolution endeavors to effectively tackle local conflicts and tensions, with the overarching goal of elevating community-level peace and conflict resolution through dialogue and mediation. the strategic trajectory to achieve this objective encompasses several key initiatives: facilitating community dialogues and reconciliation processes to foster understanding and harmony; reinforcing local peace committees and conflict resolution mechanisms to enhance their effectiveness; offering support to community leaders and elders in their dedicated peacebuilding initiatives; fostering inter-community dialogues as a means to address underlying tensions and promote understanding; and delivering comprehensive training and capacity-building programs on conflict resolution and mediation, equipping individuals with the skills needed to navigate and resolve conflicts. by intertwining these strategic components, the objective endeavors to cultivate a climate of peace, dialogue,</p>	

and resolution, thereby contributing to the mitigation of conflicts and the nurturing of harmonious coexistence within local communities.	
Result	increased community-level peace and resolution of conflicts through dialogue and mediation.
Strategies	<ol style="list-style-type: none"> 1) facilitate community dialogues and reconciliation processes. 2) strengthen local peace committees and conflict resolution mechanisms. 3) support community leaders and elders in peacebuilding efforts. 4) foster inter-community dialogues to address underlying tensions. 5) provide training and capacity-building on conflict resolution and mediation.
KPIs	<ol style="list-style-type: none"> 1) number of community dialogues and reconciliation processes facilitated. 2) effectiveness of local peace committees and conflict resolution mechanisms. 3) level of participation and engagement of community leaders in peacebuilding. 4) number of successful inter-community dialogues to address tensions. 5) percentage of individuals trained in conflict resolution and mediation.

By implementing these strategies and monitoring the associated KPIs, Ethiopia can work towards achieving the goal of fostering peace and social cohesion for sustainable development. These efforts are essential for creating a harmonious and inclusive society where conflicts are addressed peacefully, and communities can work together for mutual growth and development.

4.7. GOAL-7

Ensuring Safe and Dignified Living Conditions for Vulnerable Populations

The goal is to ensure safe and dignified living conditions for vulnerable populations in Ethiopia. The strategic objectives aim to provide timely and adequate emergency shelter for displaced populations, offer essential non-food items to affected communities, establish early warning systems and disaster preparedness plans, and strengthen coordination among humanitarian agencies for efficient response and recovery. The goal seeks to protect and support vulnerable communities during disasters and emergencies, ensuring their safety, dignity, and well-being.

By achieving these objectives, EAO aims to enhance its capacity to respond effectively to crises, provide necessary support and resources to displaced populations, and foster collaboration among humanitarian actors for a comprehensive and efficient response. These efforts are crucial to safeguarding vulnerable communities during times of displacement and disaster, providing them with essential resources, and promoting their resilience and recovery.

Objective 1:	Provide essential non-food items, such as clothing and household supplies, to affected communities.
The objective is dedicated to guaranteeing that vulnerable communities can access vital non-food items to fulfill their fundamental needs, resulting in improved living conditions and enhanced well-being for affected populations. The strategic approach to achieve this objective encompasses key initiatives: distributing clothing and blankets to those impacted by disasters and emergencies, offering essential comfort and protection; providing household items including cooking utensils and hygiene kits to displaced populations, addressing their immediate needs; collaborating with humanitarian organizations to optimize the distribution of non-food items, ensuring efficiency and broad coverage; and conducting awareness campaigns to educate communities about the proper utilization of non-food items, promoting their sustainable and effective use. By seamlessly integrating these strategies, the objective strives to create an environment where vulnerable communities experience improved living conditions and greater well-being, as they gain access to the essential non-food items necessary for their daily lives.	
Result	Improved living conditions and well-being of affected communities.
Strategies	1) Distribute clothing and blankets to those affected by disasters and emergencies.

	<ul style="list-style-type: none"> 2) Provide household items, such as cooking utensils and hygiene kits, to displaced populations. 3) Coordinate with humanitarian organizations to optimize the distribution of non-food items. 4) Implement awareness campaigns on proper use and of non-food items.
KPIs	<ul style="list-style-type: none"> 1) Number of clothing and blankets distributed to affected communities. 2) Number of households receiving essential household items and hygiene kits. 3) Number of MOUs signed and implemented for the coordination of non-food item distribution efforts. 4) Number of beneficiaries reached through awareness raising events
Objective:2	<p>Ensure timely and adequate emergency shelter for displaced populations.</p> <p>The objective is oriented towards offering secure and suitable shelter solutions for vulnerable populations grappling with disasters and displacement, ultimately leading to enhanced living conditions and heightened protection for those affected. The strategic path to realize this goal encompasses pivotal actions: establishing temporary shelters and emergency housing to provide refuge for displaced individuals and families; furnishing emergency shelter kits and non-food items (NFI) to those impacted by disasters, addressing their immediate needs; collaborating closely with humanitarian agencies to ensure swift and efficient responses to displacement crises; and implementing targeted measures to safeguard vulnerable populations, with special focus on women and children, within shelter environments. Through the integrated execution of these strategies, the objective aspires to establish a landscape where displaced populations experience improved living conditions and fortified protection, thus attaining secure and suitable shelter solutions in the face of adversity.</p>
Result	Improved living conditions and protection for displaced populations.
Strategies	<ul style="list-style-type: none"> 1) Establish temporary shelters and emergency housing for displaced individuals and families. 2) Provide emergency shelter kits and non-food items (NFI) to those affected by disasters. 3) Coordinate with humanitarian agencies to ensure a rapid and efficient response to displacement crises. 4) Implement measures to protect vulnerable populations, especially women and children, in shelters. Implement measures

	to protect vulnerable populations, especially women and children, in shelters.
KPIs	<ol style="list-style-type: none"> 1) Number of temporary shelters and emergency housing facilities established. 2) Number of emergency shelter kits and NFI distributed. 3) Number of vulnerable populations, especially women and children, in shelters. 4) Number of measures implemented to protect vulnerable populations, especially women and children, in shelters.
Objective:3	Establish early warning systems and preparedness plans for disaster response.
<p>The objective is centered on enhancing disaster preparedness and response capacities to shield vulnerable populations, aimed at achieving a heightened ability to effectively and promptly address emergencies. This strategic pursuit encompasses pivotal actions: establishing comprehensive disaster preparedness and contingency plans on both local and national scales to ensure well-coordinated responses; conducting drills and simulations to rigorously test and refine disaster response mechanisms; training and equipping first responders and emergency personnel with the requisite skills and resources; and fostering robust community engagement in disaster preparedness and response efforts, instilling a shared sense of responsibility. Through the seamless integration of these strategies, the objective aspires to foster a climate of readiness and agility in managing disasters, ultimately bolstering the safeguarding and welfare of vulnerable populations.</p>	
Result	Enhanced ability to respond effectively and timely to disasters and emergencies.
Strategies	<ol style="list-style-type: none"> 1) Establish disaster preparedness and contingency plans at local and national levels. 2) Conduct drills and simulations to test disaster response mechanisms. 3) Train and equip first responders and emergency personnel. 4) Foster community engagement in disaster preparedness and response efforts.
KPIs	<ol style="list-style-type: none"> 1) Number of disaster preparedness and contingency plans developed. 2) Number of drills and simulations conducted to test disaster response mechanisms. 3) Training and equipment coverage for first responders and emergency personnel.

	4) Number of communities engaged in disaster preparedness sessions.
Objective:4	Strengthen coordination among humanitarian agencies for efficient response and recovery.
The objective is to strengthen collaboration and coordination among humanitarian actors, ensuring a comprehensive and efficient response to crises for vulnerable populations. Strategies include establishing coordination mechanisms, conducting regular meetings for information sharing, implementing joint needs assessments, pooling resources and expertise, and supporting local organizations. This approach aims to enhance humanitarian response and recovery, ultimately benefiting those in need.	
Result	Improved humanitarian response and recovery for vulnerable populations.
Strategies	<ol style="list-style-type: none"> 1) Support coordination mechanisms, such as humanitarian clusters, to enhance collaboration. 2) Implement joint needs assessments to identify priority areas for intervention. 3) Pool resources and expertise for a more effective response. 4) Engage local and community-based organizations in humanitarian efforts
KPIs	<ol style="list-style-type: none"> 1) Number of coordination mechanisms EAO is involved in to facilitate collaboration among humanitarian agencies. 2) Number of coordination meetings and information sharing conducted. 3) Number of joint needs assessments undertaken 4) Number of initiatives including pooled resources and expertise for a more effective response. 5) Number of local and community-based organizations provided support

By implementing these strategies and monitoring the associated KPIs, EAO can work towards achieving the goal of ensuring safe and dignified living conditions for vulnerable populations. These efforts are critical to protecting and supporting vulnerable communities during crises and displacement, and ensuring their safety, dignity, and well-being.

4.8. GOAL -8

Protect the Environment and Help Communities Adapt to Climate Change.

The aim is to protect the environment and help communities in Ethiopia adapt to climate change. This goal focuses on promoting sustainable practices, raising awareness about climate change, conserving biodiversity, and enhancing community resilience to environmental challenges.

Objective 1:	Promote Sustainable Environmental Practices
Encourage communities to adopt sustainable environmental practices to protect natural resources and promote ecological balance. This includes educating communities on sustainable agriculture, waste management, and conservation techniques.	
Result	Increased adoption of sustainable environmental practices by communities.
Strategies	<ol style="list-style-type: none">1) Educate communities on sustainable agricultural practices and techniques.2) Implement community-based waste management programs.3) Promote conservation of natural resources through community engagement.4) Develop and distribute educational materials on sustainable practices.
KPIs	<ol style="list-style-type: none">1) Number of community members trained in sustainable agricultural practices.2) Number of community-based waste management programs implemented.3) Number of conservation initiatives undertaken by communities.4) Amount of educational materials distributed.
Objective:2	Raise Awareness About Climate Change
Increase awareness and understanding of climate change among communities, emphasizing its impacts and the importance of adaptation and mitigation measures.	
Result	Enhanced community awareness and understanding of climate change and its impacts.
Strategies	<ol style="list-style-type: none">1) Conduct community workshops and seminars on climate change.

	<ul style="list-style-type: none"> 2) Develop and distribute informational materials on climate change and its effects. 3) Use media campaigns to spread awareness about climate change. 4) Collaborate with local leaders to promote climate education.
KPIs	<ul style="list-style-type: none"> 1) Number of workshops and seminars conducted on climate change. 2) Number of informational materials developed and distributed. 3) Reach and impact of media campaigns on climate change awareness. 4) Level of community engagement in climate education initiatives.
Objective:3	Conserve Biodiversity and Protect Natural Habitats
Protect biodiversity and natural habitats by promoting conservation efforts and sustainable land use practices.	
Result	Improved conservation of biodiversity and protection of natural habitats.
Strategies	<ul style="list-style-type: none"> 1) Establish and manage protected areas and conservation zones. 2) Promote sustainable land use and agricultural practices. 3) Conduct biodiversity surveys and research to inform conservation efforts. 4) Engage communities in conservation activities and initiatives.
KPIs	<ul style="list-style-type: none"> 1) Area of land designated as protected or conservation zones. 2) Number of biodiversity surveys and research projects conducted. 3) Number of community members involved in conservation activities. 4) Success rate of conservation initiatives.
Objective:4	Enhance Community Resilience to Environmental Challenges
Strengthen the resilience of communities to environmental challenges, including climate change, natural disasters, and resource scarcity.	
Result	Increased resilience of communities to environmental challenges.
Strategies	<ul style="list-style-type: none"> 1) Develop and implement community-based disaster risk reduction plans. 2) Promote water conservation and management practices. 3) Support the development of climate-resilient infrastructure.

	4) Provide training on climate change adaptation and mitigation strategies.
KPIs	1) Number of community-based disaster risk reduction plans developed and implemented. 2) Volume of water conserved through community initiatives. 3) Number of climate-resilient infrastructure projects completed. 4) Number of community members trained in climate adaptation and mitigation strategies.

By implementing these strategies and monitoring the associated KPIs, Ethiopia aims to protect the environment and help communities adapt to climate change. These efforts will promote sustainable practices, enhance resilience, and contribute to the overall well-being and development of the country's marginalized populations.

5. ORGANIZATIONAL STRATEGIC OBJECTIVES

The organization's strategic objectives, aligned with the Balanced Scorecard (BSC) perspectives, are designed to drive positive change and sustainable development for vulnerable communities. The Financial Perspective aims to secure diverse funding sources and optimize financial resource utilization, ensuring the organization's financial sustainability. In the Customer Perspective, the focus is on enhancing beneficiary satisfaction, increasing outreach, and fostering partnerships to meet the specific needs of communities effectively. The Internal Business Process Perspective seeks to streamline operations, improve monitoring and evaluation, and manage potential risks efficiently. Lastly, the Learning and Growth Perspective prioritizes developing leaders and staff, enhancing infrastructure, and promoting an inclusive work culture. By integrating efforts across all four perspectives, the organization strives to achieve its mission of providing access to safe water, healthcare, education, protection, and livelihood opportunities, empowering and improving the lives of those it serves.

5.1. Strategic Objectives

Organizational Level Strategic Objectives		
Perspective	No	Strategic Objective
Customer	1	Enhance beneficiary satisfaction
	2	Increase outreach and access to services
	3	Strengthen partnerships and collaboration
Financial	4	Increase funding and financial resources mobilization.
	5	Enhance financial resource utilization.
Internal Business Process	6	Improve efficiency and effectiveness of service provision
	7	Enhance monitoring and evaluation systems
	8	Improve risk management and mitigation
Learning and Growth	9	Enhance leaders and staff capacity
	10	Improve infrastructure and facilities
	11	Promote a supportive and inclusive work environment

Objective 1:	Enhance beneficiary satisfaction.
This objective focuses on improving the experience and satisfaction of beneficiaries by delivering high-quality services that address their needs and preferences effectively.	
Result	Increased beneficiary satisfaction levels and improved feedback on the organization's programs and services
Strategies	<ol style="list-style-type: none"> 1) Implement Quality Service Standards: Define and adhere to service standards to ensure consistent and high-quality delivery of services. 2) Conduct Beneficiary Surveys: Regularly collect feedback from beneficiaries through surveys to understand their needs and assess satisfaction levels. 3) Address Feedback: Act on beneficiary feedback to make improvements and address any areas of dissatisfaction promptly. 4) Train Staff in Customer Service: Provide training to staff members to enhance their customer service skills and responsiveness to beneficiary needs.
KPIs	<ol style="list-style-type: none"> 1) Beneficiary Satisfaction Score: 2) Percentage of Positive Reviews
Objective: 2	Increase outreach and access to services.
This objective aims to expand the organization's reach and accessibility to services by targeting underserved and marginalized communities	
Result	Improved access to services for vulnerable and underserved populations, reaching a larger portion of the target population
Strategies	<ol style="list-style-type: none"> 1) Targeted Outreach Programs: Develop and implement targeted outreach programs to reach underserved communities and raise awareness about available services. 2) Mobile Outreach Units: Deploy mobile outreach units to bring services closer to remote and hard-to-reach areas. 3) Collaboration with Community Leaders: Partner with community leaders and local organizations to gain trust and access to underserved communities. 4) Multi-language Communication: Provide information and materials in multiple languages to cater to diverse linguistic communities. 5) Digital Access: Utilize digital platforms to reach beneficiaries who may have limited physical access to services

KPIs	<ol style="list-style-type: none"> 1) Outreach Coverage 2) Service Accessibility 3) Geographic Expansion 4) Website/App Traffic Growth 5) Social Media Follower Growth 6) Collaborative Partnerships 7) Participation in Outreach Events 8) Localized Campaign Effectiveness
Objective: 3	Strengthen partnerships and collaboration
	This objective focuses on building strategic partnerships and collaborations with other organizations and stakeholders to enhance the organization's impact and reach
Result	Improved collaboration and cooperation with key stakeholders, leading to a broader network and shared resources for better service delivery.
Strategies	<ol style="list-style-type: none"> 1) Identify Key Partners: Identify and engage with organizations and stakeholders that align with the organization's mission and goals. 2) Joint Program Development: Collaborate with partners to develop joint programs and initiatives that leverage the strengths and resources of each partner. 3) Resource Sharing: Explore opportunities for resource-sharing with partners, such as sharing expertise, facilities, or funding. 4) Advocacy and Alliances: Form advocacy alliances with like-minded organizations to address systemic issues and advocate for positive change. 5) Continuous Engagement: Maintain regular communication and engagement with partners to foster strong and productive relationships.
KPIs	<ol style="list-style-type: none"> 1) Number of New Strategic Partnerships 2) Partner Relationship Strength 3) Percentage of Objectives Met Through Partnerships 4) Resource Sharing Effectiveness 5) Joint Project Success Rate 6) Timely Communication and Responsiveness 7) Partner Satisfaction 8) Alignment of Goals and Strategies

Objective 4:	Increase funding and financial resources mobilization.
This objective aims to secure additional financial resources to support the organization's programs and initiatives, allowing for the expansion of its impact and reach.	
Result	Increased funding from diversified sources, including grants, donations, partnerships, and other funding opportunities.
Strategies	<ol style="list-style-type: none"> 1) Diversify Funding Sources: Identify and cultivate relationships with new donors, sponsors, and funding agencies to broaden the funding base. 2) Strengthen Donor Engagement: Implement targeted donor engagement strategies to build strong relationships with existing and potential donors. 3) Improve Grant and Proposal Writing: Enhance the quality of grant proposals and funding requests to increase the likelihood of securing funding. 4) Strategic Partnerships: Form collaborations and partnerships with other organizations to access new funding opportunities and resources. 5) Showcase Impact: Effectively communicate the organization's impact and success stories to attract new donors and retain existing ones.
KPIs	<ol style="list-style-type: none"> 1) Total Funds Raised: Measure the total amount of funds secured from all sources during a specified period. 2) Number of New Donors: Track the number of new donors or funding partners acquired during a specific timeframe. 3) Success Rate of Funding Applications: Calculate the percentage of successful funding applications out of the total number of applications submitted. 4) Donor Retention Rate: Monitor the percentage of retained donors over a given period.
Objective: 5	Enhance financial resource utilization
This objective focuses on optimizing the allocation and use of financial resources to maximize the impact and efficiency of the organization's programs and activities.	
Result	Improved financial efficiency and effectiveness in program delivery and operations.
Strategies	<ol style="list-style-type: none"> 1) Budget Optimization: Regularly review and adjust budgets to ensure funds are allocated strategically to high-impact programs and core operational needs.

	<ol style="list-style-type: none"> 2) Cost Efficiency Measures: Identify and implement cost-saving initiatives, such as bulk purchasing, resource sharing, and process streamlining. 3) Outcome-Based Funding: Link funding to specific outcomes and results, encouraging program efficiency and effectiveness. 4) Long-Term Financial Planning: Develop and implement comprehensive long-term financial plans to ensure sustainability and stability. 5) Performance Monitoring: Continuously monitor financial performance and assess program budgets to identify areas for improvement
KPIs	<ol style="list-style-type: none"> 1) Budget Adherence 2) Fundraising Cost Ratio 3) Overhead Cost Percentage 4) Program Effectiveness 5) Cost per Beneficiary 6) Return on Fundraising (ROF) 7) Project Budget Variance
Objective: 6	Improve efficiency and effectiveness of service provision
<i>This objective focuses on streamlining internal processes and operations to deliver services more efficiently and effectively to beneficiaries</i>	
Result	Improved service delivery, reduced operational bottlenecks, and enhanced overall organizational performance.
Strategies	<ol style="list-style-type: none"> 1. Process Mapping and Optimization: Identify key processes involved in service provision and optimize them for efficiency and effectiveness. 2. Automation and Technology: Utilize automation and technology solutions to streamline repetitive tasks and improve service delivery speed and accuracy. 3. Staff Training: Provide training to staff members to enhance their skills and competencies in delivering services. 4. Customer Relationship Management: Implement a customer relationship management system to better manage interactions with beneficiaries and track service delivery. 5. Continuous Improvement: Foster a culture of continuous improvement by encouraging staff to identify and implement process enhancements

<i>KPIs</i>	<ol style="list-style-type: none"> 1) Service Delivery Time 2) Service Completion Rate 3) Service Quality Index 4) Beneficiary Wait Time 5) Service Cost per Beneficiary 6) Beneficiary Satisfaction Score 7) Service Effectiveness 8) Service Accessibility and Reach 9) Process Efficiency
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Objective: 7	Enhance monitoring and evaluation systems
<i>This objective aims to strengthen the organization's monitoring and evaluation systems to measure the impact and effectiveness of its programs and initiatives accurately.</i>	
<i>Result</i>	Improved data collection, analysis, and reporting capabilities to make data-driven decisions and enhance program outcomes.
<i>Strategies</i>	<ol style="list-style-type: none"> 1) Establish Clear Indicators: Define clear and measurable indicators to assess program progress and outcomes. 2) Data Collection and Analysis: Implement robust data collection methods and analytical tools to gather and analyze relevant data. 3) Periodic Evaluation: Conduct regular evaluations of programs and initiatives to identify strengths, weaknesses, and areas for improvement. 4) Learning from Results: Use evaluation results to inform decision-making, program design, and resource allocation. 5) Stakeholder Engagement: Engage stakeholders in the monitoring and evaluation process to ensure diverse perspectives are considered.
<i>KPIs</i>	<ol style="list-style-type: none"> 1) Data Accuracy and Reliability 2) Timeliness of Reporting 3) Data Completeness 4) Evaluation Utilization 5) Frequency of Evaluation 6) Stakeholder Engagement 7) Alignment with Goals and Indicators 8) Evaluation Effectiveness 9) Data Security and Privacy

Objective: 8	Improve risk management and mitigation
<i>This objective focuses on identifying and managing potential risks that may impact the organization's operations, programs, and objectives, and implementing strategies to mitigate these risks.</i>	
<i>Result</i>	Enhanced organizational resilience and reduced negative impacts from potential risks.
<i>Strategies</i>	<ol style="list-style-type: none"> 1) Risk Identification: Conduct comprehensive risk assessments to identify internal and external risks. 2) Risk Mitigation Plans: Develop risk mitigation plans to address identified risks and implement necessary preventive measures. 3) Crisis Preparedness: Establish crisis management and response plans to address unforeseen events effectively. 4) Monitoring and Early Warning: Implement monitoring systems to detect potential risks and address them proactively. 5) Training and Awareness: Train staff on risk management practices and promote a culture of risk awareness.
<i>KPIs</i>	<ol style="list-style-type: none"> 1) Risk Assessment Effectiveness 2) Risk Mitigation Success Rate 3) Risk Response Time 4) Risk Monitoring Frequency 5) Stakeholder Engagement on Risks 6) Risk Management Training 7) Risk Awareness and Communication 8) Emergency Response Effectiveness

Objective: 9	Enhance leaders and staff capacity
<i>This objective focuses on developing the skills and knowledge of leaders and staff members to improve their effectiveness and ability to drive the organization's mission forward.</i>	
<i>Result</i>	Enhanced organizational resilience and reduced negative impacts from potential risks.
<i>Strategies</i>	<ol style="list-style-type: none"> 1) Leadership Development Programs: Implement leadership development programs to nurture and enhance the skills of current and potential leaders within the organization. 2) Training and Workshops: Provide regular training sessions and workshops to enhance the technical and soft skills of staff members. 3) Mentoring and Coaching: Establish mentoring and coaching programs to support the professional growth and development of staff. 4) Learning Opportunities: Encourage a culture of continuous learning and provide opportunities for staff to pursue further education and professional development. 5) Talent Management: Identify and nurture high-potential individuals within the organization to fill critical roles in the future.
<i>KPIs</i>	<ol style="list-style-type: none"> 1) Training Participation Rate 2) Leadership Development Effectiveness 3) Employee Satisfaction with Training 4) Succession Planning Preparedness 5) Leadership Effectiveness Index 6) Employee Engagement in Learning 7) Leadership Diversity and Inclusion 8) Learning Program Effectiveness 9) Mentorship Program Impact

Objective: 10	Improve infrastructure and facilities
<i>This objective aims to invest in and improve the physical infrastructure and facilities of the organization to create a conducive and efficient working environment.</i>	
<i>Result</i>	Upgraded and well-maintained infrastructure and facilities that support the organization's operations and staff well-being.
<i>Strategies</i>	<ol style="list-style-type: none"> 1) Facility Upgrades: Identify areas that require upgrades or renovations to create a safe and functional working environment. 2) Technological Advancements: Invest in technology and digital tools that improve operational efficiency and enhance communication and collaboration. 3) Safety and Security Measures: Implement safety and security measures to safeguard staff and assets. 4) Sustainable Practices: Integrate sustainable practices into infrastructure development to reduce environmental impact. 5) Asset Maintenance: Establish regular maintenance schedules for equipment and facilities to ensure optimal functioning
<i>KPIs</i>	<ol style="list-style-type: none"> 1) Facility Upgrade Completion Rate 2) Equipment Reliability 3) Facility Safety Index 4) Accessibility and Inclusivity 5) Facility Downtime Rate 6) Space Optimization 7) Environmental Sustainability 8) Facility Modernization Success Rate 9) User Satisfaction with Facilities

<i>Objective: 11</i>	<i>Enhance the working environment and culture</i>
<i>This objective focuses on creating an organizational culture that values diversity, inclusivity, and employee well-being.</i>	
<i>Result</i>	A positive work environment that fosters collaboration, creativity, and employee satisfaction.
<i>Strategies</i>	<ol style="list-style-type: none"> 1) Diversity and Inclusion Initiatives: Implement initiatives that promote diversity and inclusivity within the organization, such as diversity training and affinity groups. 2) Employee Well-being Programs: Offer programs and benefits that support the physical and mental well-being of employees. 3) Recognition and Appreciation: Establish recognition programs to acknowledge and appreciate the contributions of employees. 4) Employee Feedback Mechanisms: Implement feedback mechanisms to gather employee input and address concerns proactively. 5) Work-Life Balance: Encourage and support work-life balance through flexible work arrangements and policies.
<i>KPIs</i>	<ol style="list-style-type: none"> 1) Employee Satisfaction Score 2) Employee Engagement Rate 3) Workplace Diversity and Inclusion 4) Work-Life Balance 5) Employee Well-being 6) Collaboration and Teamwork 7) Leadership Support 8) Employee Turnover Rate 9) Innovation and Creativity 10) Communication Effectiveness 11) Employee Recognition and Rewards 12) Conflict Resolution Effectiveness

5.2. Strategic Map

A strategic map is a visual representation of an organization's key objectives and the interconnected initiatives necessary to achieve them. It offers clarity and alignment by communicating complex strategies in a clear cause-and-effect format, aiding decision-making, resource allocation, and accountability. Serving as a communication tool, it conveys the organization's long-term vision to stakeholders and guides adaptation to changing circumstances. By engaging teams, fostering ownership, and facilitating monitoring, a strategic map transforms strategic plans into an actionable roadmap for successful execution. Below is a strategic map outlining the objectives for the EAO:

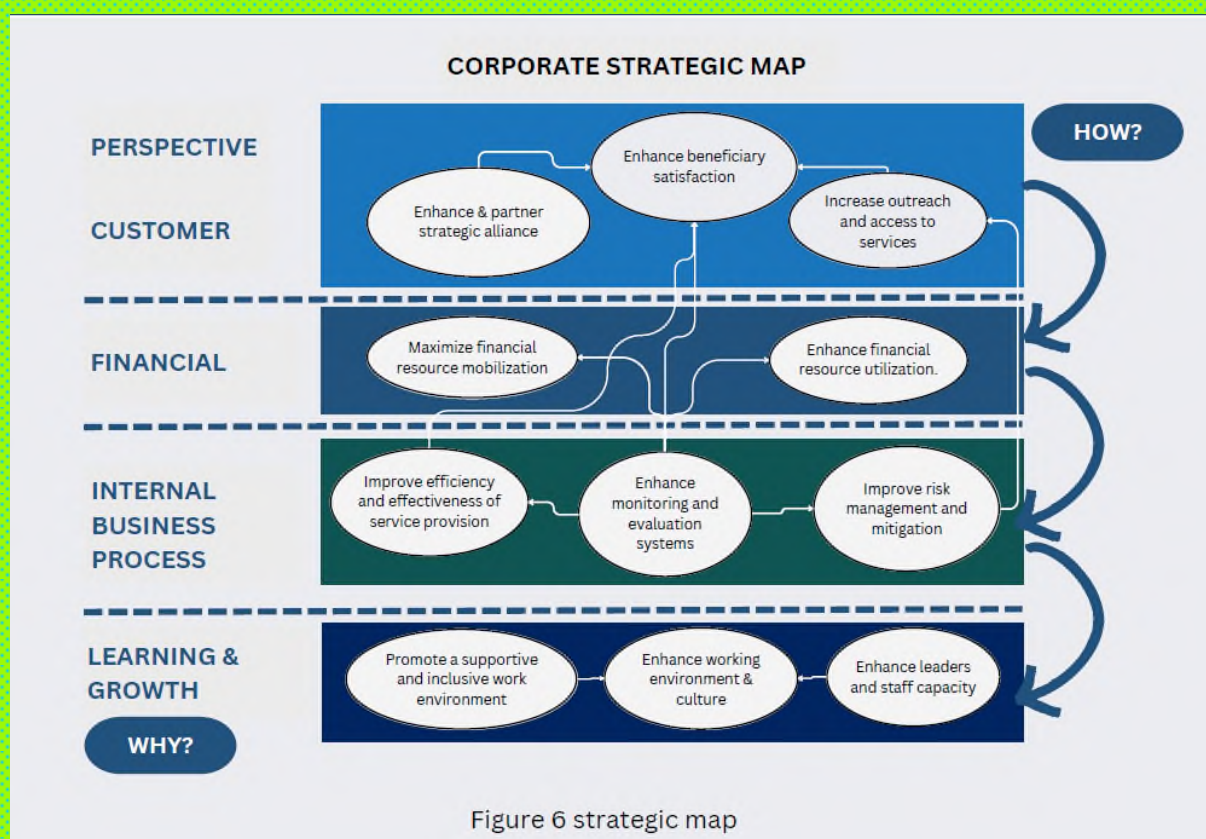


Figure 3 strategic map

6. PERFORMANCE INDICATORS

PERFORMANCE INDICATORS DEFINITION TABLE					
Perspec tive	Strateg ic Objecti ve	Indicator	Description	UOM	Formula
CUSTO MER	Enhanc e benefici ary satisfac tion.	Beneficiary Satisfaction Score:	BSAT measures the percentage of beneficiaries who are satisfied with the provided services based on a survey or feedback mechanism. Respondents rate their satisfaction on a predetermined scale.	Percentage	$(\text{Number of Satisfied Beneficiaries} / \text{Total Number of Respondents}) \times 100$
		Percentage of Positive Reviews	Percentage of reviews expressing positive sentiments.	Percentage	$(\text{Number of Positive Reviews} / \text{Total Number of Reviews}) \times 100$
	Increas e outreac h and access to services	Outreach Coverage	Measure of the extent of outreach to underserved communities.	Percentage	$(\text{Number of Underserved Beneficiaries Reached} / \text{Total Beneficiaries in Target Population}) \times 100$
		Service Accessibility	Percentage of the target population that has access to the organization's services.	Percentage	$(\text{Number of Beneficiaries with Access} / \text{Total Target Population}) \times 100$
		Geographic Expansion	Number of new geographical areas or regions served.	Number	Number of New Geographic Areas Covered
		Website/App Traffic Growth	Percentage increase in website or app visits.	Percentage	$((\text{Current Traffic} - \text{Previous Traffic}) / \text{Previous Traffic}) \times 100$
		Social Media Follower Growth	Percentage increase in social media followers.	Percentage	$((\text{Current Followers} - \text{Previous Followers}) / \text{Previous Followers}) \times 100$
		Collaborative Partnerships	Number of collaborative partnerships established.	Number	Total Number of New Partnerships
		Participation in Outreach Events	Percentage of potential beneficiaries participating in outreach events.	Percentage	$(\text{Number of Participants} / \text{Target Audience}) \times 100$
		Localized Campaign Effectiveness	Percentage of beneficiaries gained through localized campaigns.	Percentage	$(\text{Number of Beneficiaries via Localized Campaigns} / \text{Total New Beneficiaries}) \times 100$
	Strengt hen partner ships	Number of New Strategic Partnerships	Number of new partnerships formed with organizations sharing similar goals and values.	Number	Total Number of New Strategic Partnerships

PERFORMANCE INDICATORS DEFINITION TABLE					
Perspective	Strategic Objective and collaboration.	Indicator	Description	UOM	Formula
		Partner Relationship Strength	Measure of the strength and depth of relationships with key partner organizations.	Percentage	Rating Scale (1-5) or Qualitative Assessment
		Percentage of Objectives Met Through Partnerships	Percentage of organizational objectives that are achieved through collaborations.	Percentage	(Number of Objectives Met through Partnerships / Total Number of Objectives) × 100
		Resource Sharing Effectiveness	Evaluation of the effectiveness of resource sharing (e.g., financial, human, intellectual) among partners.	Percentage	Rating Scale (1-5) or Qualitative Assessment
		Joint Project Success Rate	Percentage of joint projects or initiatives that are successful in achieving intended outcomes.	Percentage	(Number of Successful Joint Projects / Total Number of Joint Projects) × 100
		Timely Communication and Responsiveness	Evaluation of how promptly partners respond to communication and requests.	Percentage	Rating Scale (1-5) or Qualitative Assessment
		Partner Satisfaction	Measure of partner satisfaction with the collaboration and outcomes.	Percentage	Survey Results or Rating Scale (1-5)
		Alignment of Goals and Strategies	Assessment of the alignment between partner organizations' goals and strategies.	Percentage	Qualitative Assessment or Rating Scale (1-5)
FINANCE	Increase funding and financial resources mobilization.	Total Funding Raised	Sum of all funds secured through various fundraising efforts.	Number	Sum of All Funds Raised
		Fundraising Growth Rate	Percentage increase in fundraising compared to a previous period.	Percentage	((Current Funds Raised - Previous Funds Raised) / Previous Funds Raised) × 100
		Grant Success Rate	Percentage of grant applications that are successfully awarded.	Percentage	(Number of Successful Grants / Total Number of Grant Applications) × 100
		Diversity of Funding Sources	Number and variety of different sources contributing to funding.	Number	Total Number of Different Funding Sources
	Enhance financial	Budget Adherence	Measure of how closely actual expenditures align with the budgeted amounts.	Percentage	(Actual Expenditures / Budgeted Amount) × 100

PERFORMANCE INDICATORS DEFINITION TABLE					
Perspective	Strategic Objective	Indicator	Description	UOM	Formula
	resource utilization.	Fundraising Cost Ratio	Efficiency measure of fundraising efforts, comparing costs to funds raised.	Percentage	$(\text{Total Fundraising Costs} / \text{Total Funds Raised}) \times 100$
		Overhead Cost Percentage	Percentage of total expenses attributed to overhead and administrative costs.	Percentage	$(\text{Total Overhead Costs} / \text{Total Expenses}) \times 100$
		Program Effectiveness	Evaluation of the impact and outcomes achieved per financial expenditure.	Percentage	Rating Scale (1-5) or Qualitative Assessment
		Cost per Beneficiary	Average cost incurred per beneficiary served.	Percentage	$(\text{Total Expenditures} / \text{Total Number of Beneficiaries})$
		Return on Fundraising (ROF)	Measure of the financial return on funds invested in fundraising activities.	Percentage	$((\text{Total Funds Raised} - \text{Total Fundraising Costs}) / \text{Total Fundraising Costs}) \times 100$
		Project Budget Variance	Difference between the actual project expenditures and the budgeted amount.	Percentage	$(\text{Budgeted Amount} - \text{Actual Expenditures})$
INTERNAL BUSINESS PROCESSES	Improve efficiency and effectiveness of service provision.	Service Delivery Time	Average time taken to deliver services to beneficiaries.	Percentage	$(\text{Total Service Delivery Time} / \text{Number of Services Delivered})$
		Service Completion Rate	Percentage of services completed as per the intended scope.	Percentage	$(\text{Number of Completed Services} / \text{Total Number of Services}) \times 100$
		Service Quality Index	Average rating of service quality based on beneficiary feedback.	Percentage	$(\text{Sum of Service Quality Ratings} / \text{Number of Ratings})$
		Beneficiary Wait Time	Average time beneficiaries wait for services to be provided.	Percentage	$(\text{Total Wait Time} / \text{Number of Beneficiaries})$
		Service Cost per Beneficiary	Average cost incurred to provide services to each beneficiary.	Percentage	$(\text{Total Service Costs} / \text{Total Number of Beneficiaries})$
		Beneficiary Satisfaction Score	Measure of overall satisfaction of beneficiaries with the provided services.	Percentage	$(\text{Number of Satisfied Beneficiaries} / \text{Total Number of Respondents}) \times 100$
		Service Effectiveness	Evaluation of the extent to which services meet their intended outcomes.	Percentage	Rating Scale (1-5) or Qualitative Assessment

PERFORMANCE INDICATORS DEFINITION TABLE					
Perspective	Strategic Objective	Indicator	Description	UOM	Formula
Operational	Service Delivery	Service Accessibility and Reach	Measure of how accessible services are to the target beneficiary group.	Percentage	$(\text{Number of Beneficiaries Reached} / \text{Total Target Population}) \times 100$
		Process Efficiency	Measure of the efficiency of internal processes related to service provision.	Percentage	$(\text{Output Value} / \text{Input Value}) \times 100$
		Cost Effectiveness	Measure of the cost efficiency of service delivery.	Percentage	$(\text{Actual Cost} / \text{Budgeted Cost}) \times 100$
	Enhance monitoring and evaluation systems	Data Accuracy and Reliability	Measure of how accurate and reliable the collected data is.	Percentage	$(\text{Number of Accurate Data Points} / \text{Total Data Points}) \times 100$
		Timeliness of Reporting	Percentage of reports or data submissions that are submitted on time.	Percentage	$(\text{Number of Timely Reports} / \text{Total Number of Reports}) \times 100$
		Data Completeness	Percentage of data fields that are completed in data collection processes.	Percentage	$(\text{Number of Completed Data Fields} / \text{Total Data Fields}) \times 100$
		Evaluation Utilization	Percentage of evaluations and assessments that are actively used for improvement.	Percentage	$(\text{Number of Evaluations Used} / \text{Total Number of Evaluations}) \times 100$
		Frequency of Evaluation	Number of times evaluations or assessments are conducted within a period.	Number	Total Number of Evaluations Conducted
		Stakeholder Engagement	Measure of the level of engagement of relevant stakeholders in evaluations.	Percentage	Rating Scale (1-5) or Qualitative Assessment
		Alignment with Goals and Indicators	Measure of the alignment between monitoring and evaluation systems and organizational goals and indicators.	Percentage	Qualitative Assessment or Rating Scale (1-5)
		Evaluation Effectiveness	Assessment of how effectively evaluations lead to organizational improvements.	Percentage	Rating Scale (1-5) or Qualitative Assessment
		Data Security and Privacy	Evaluation of the security and privacy measures applied to collected data.	Percentage	Rating Scale (1-5) or Qualitative Assessment
	Improve risk management	Risk Assessment Effectiveness	Measure of how accurately risks are assessed in terms of impact and likelihood.	Percentage	Rating Scale (1-5) or Qualitative Assessment

PERFORMANCE INDICATORS DEFINITION TABLE					
Perspective	Strategic Objective and mitigation.	Indicator	Description	UOM	Formula
		Risk Mitigation Success Rate	Percentage of successfully mitigated risks out of the identified risks.	Percentage	(Number of Successfully Mitigated Risks / Total Number of Identified Risks) × 100
		Risk Response Time	Average time taken to respond to identified risks.	Percentage	(Total Response Time for Risks / Number of Identified Risks)
		Risk Monitoring Frequency	Number of times risk monitoring is conducted within a period.	Number	Total Number of Risk Monitoring Periods
		Stakeholder Engagement on Risks	Measure of the level of engagement of relevant stakeholders in risk management.	Percentage	Rating Scale (1-5) or Qualitative Assessment
		Risk Management Training	Number of training sessions conducted to build staff capacity in risk management.		Total Number of Training Sessions Conducted
		Risk Awareness and Communication	Measure of how effectively risks are communicated to relevant stakeholders.	Percentage	Rating Scale (1-5) or Qualitative Assessment
		Emergency Response Effectiveness	Assessment of the effectiveness of emergency response plans in mitigating risks.	Percentage	Rating Scale (1-5) or Qualitative Assessment
LEARNING AND GROWTH	Enhance leaders and staff capacity	Training Participation Rate	Percentage of leaders and staff participating in training programs.	Percentage	(Number of Participants / Total Number of Leaders and Staff) × 100
		Leadership Development Effectiveness	Evaluation of the effectiveness of leadership development initiatives.	Percentage	Rating Scale (1-5) or Qualitative Assessment
		Employee Satisfaction with Training	Measure of staff satisfaction with the provided training programs.	Percentage	(Number of Satisfied Participants / Total Number of Participants) × 100
		Succession Planning Preparedness	Assessment of how prepared the organization is for leadership succession.	Percentage	Rating Scale (1-5) or Qualitative Assessment
		Leadership Effectiveness Index	Measure of the effectiveness of leaders in achieving organizational goals.	Percentage	Rating Scale (1-5) or Qualitative Assessment

PERFORMANCE INDICATORS DEFINITION TABLE					
Perspective	Strategic Objective	Indicator	Description	UOM	Formula
Human Resources	Employee Development	Employee Engagement in Learning	Measure of employee engagement and active participation in learning activities.	Percentage	$(\text{Number of Engaged Employees} / \text{Total Number of Employees}) \times 100$
		Leadership Diversity and Inclusion	Assessment of leadership diversity and inclusivity efforts.	Percentage	Rating Scale (1-5) or Qualitative Assessment
		Learning Program Effectiveness	Evaluation of the effectiveness of the organization's learning programs.	Percentage	Rating Scale (1-5) or Qualitative Assessment
		Mentorship Program Impact	Assessment of the impact of mentorship programs on staff development.	Percentage	Rating Scale (1-5) or Qualitative Assessment
		Facility Upgrade Completion Rate	Percentage of planned facility upgrades completed on schedule.	Percentage	$(\text{Number of Completed Upgrades} / \text{Total Planned Upgrades}) \times 100$
	Improve infrastructure and facilities	Equipment Reliability	Measure of the reliability of equipment and facilities.	Percentage	$(\text{Number of Reliable Equipment} / \text{Total Number of Equipment}) \times 100$
		Facility Safety Index	Assessment of the safety level of facilities and infrastructure.	Percentage	Rating Scale (1-5) or Qualitative Assessment
		Accessibility and Inclusivity	Evaluation of how well facilities cater to diverse needs.	Percentage	Rating Scale (1-5) or Qualitative Assessment
		Facility Downtime Rate	Percentage of time facilities are not operational due to maintenance or repairs.	Percentage	$(\text{Total Downtime} / \text{Total Operational Time}) \times 100$
		Space Optimization	Assessment of how effectively facility space is utilized.	Percentage	Rating Scale (1-5) or Qualitative Assessment
		Environmental Sustainability	Evaluation of the environmental impact and sustainability of infrastructure.	Percentage	Rating Scale (1-5) or Qualitative Assessment
		Facility Modernization Success Rate	Percentage of successfully modernized facilities out of planned upgrades.	Percentage	$(\text{Number of Successfully Modernized Facilities} / \text{Total Planned Modernizations}) \times 100$
		User Satisfaction with Facilities	Measure of user satisfaction with the quality of facilities and infrastructure.	Percentage	$(\text{Number of Satisfied Users} / \text{Total Number of Users}) \times 100$

PERFORMANCE INDICATORS DEFINITION TABLE					
Perspective	Strategic Objective	Indicator	Description	UOM	Formula
	Enhance the working environment and culture	Employee Satisfaction Score	Measure of overall employee satisfaction with the working environment and culture.	Percentage	$(\text{Number of Satisfied Employees} / \text{Total Number of Employees}) \times 100$
		Employee Engagement Rate	Percentage of engaged employees actively participating and contributing to their work.	Percentage	$(\text{Number of Engaged Employees} / \text{Total Number of Employees}) \times 100$
		Workplace Diversity and Inclusion	Assessment of the level of diversity and inclusivity in the workplace.	Percentage	Rating Scale (1-5) or Qualitative Assessment
		Work-Life Balance	Evaluation of how well the organization supports work-life balance for employees.	Percentage	Rating Scale (1-5) or Qualitative Assessment
		Employee Well-being	Measure of employee physical and mental well-being within the work environment.	Percentage	Rating Scale (1-5) or Qualitative Assessment
		Collaboration and Teamwork	Assessment of the level of collaboration and teamwork among employees.	Percentage	Rating Scale (1-5) or Qualitative Assessment
		Leadership Support	Evaluation of leadership's support for employees' growth and well-being.	Percentage	Rating Scale (1-5) or Qualitative Assessment
		Employee Turnover Rate	Percentage of employees who leave the organization within a given time period.	Percentage	$(\text{Number of Departed Employees} / \text{Average Total Number of Employees}) \times 100$
		Innovation and Creativity	Evaluation of the organization's culture that promotes innovation and creativity.	Percentage	Rating Scale (1-5) or Qualitative Assessment
		Communication Effectiveness	Assessment of the effectiveness of communication within the organization.	Percentage	Rating Scale (1-5) or Qualitative Assessment
		Employee Recognition and Rewards	Number and impact of recognition and rewards programs for employees.	Percentage	Number of Recognized and Rewarded Employees
		Conflict Resolution Effectiveness	Evaluation of how effectively conflicts or disagreements are resolved within the organization.	Percentage	Rating Scale (1-5) or Qualitative Assessment

7. MONITORING AND EVALUATION

The Monitoring, Evaluation, Accountability, and Learning (MEAL) plan is an integral part of the East Action Organization 's strategic vision spanning from 2024 to 2028. It serves as the blueprint for systematically tracking progress, assessing impact, ensuring transparency, and fostering adaptive learning. In tandem with the organization's overarching goals of achieving sustainable development, promoting peace and social cohesion, and improving living conditions for vulnerable populations in Ethiopia, the MEAL plan ensures alignment with stakeholders, including donors, partners, beneficiaries, and staff. By weaving data collection, stakeholder feedback, and evidence-based adaptation into the plan, the organization aims to stay responsive to evolving community needs.

The MEAL plan encompasses several interconnected components, emphasizing the importance of defining key performance indicators (KPIs), selecting appropriate data collection methods, establishing robust reporting mechanisms, and implementing accountability measures. These components are designed to facilitate regular progress monitoring, impact assessment, and continuous improvement. By adhering to these principles, the East Action Organization aims to not only achieve its mission but also maintain transparency and accountability in its operations. The plan's accessibility ensures it serves as a valuable resource for various stakeholders, from board members and donors to dedicated staff and external evaluators, all contributing to the organization's mission of creating positive social impact.

In essence, the East Action Organization 's MEAL plan is more than a mere framework; it's a dynamic tool that propels the organization towards meaningful change. By systematically collecting data, embracing stakeholder feedback, and fostering a culture of learning, the organization reinforces its commitment to its strategic goals and the communities it serves. Through the MEAL plan, the organization assures stakeholders of its dedication to transparency, accountability, and adaptability, all of which are essential elements in driving forward its mission to make a lasting, positive difference in Ethiopia.

7.1. MEAL Framework

The MEAL (Monitoring, Evaluation, Accountability, and Learning) Framework will establish the organizational structure and responsibilities necessary for its successful implementation. It will assign key roles to ensure the efficient

functioning of MEAL activities aligned with the strategic plan's objectives and timelines. The MEAL Coordinator will hold a pivotal role, overseeing data collection, analysis, and reporting. This will ensure that data is systematically collected and utilized for decision-making. Additionally, data collection responsibilities will be entrusted to field staff and volunteers, while data analysts will interpret this data, identifying trends to inform decision-making. Furthermore, an Accountability Focal Point will manage feedback mechanisms, emphasizing the organization's commitment to transparency and responsiveness to stakeholder concerns.

The MEAL Framework will encompass four core components, each contributing to the organization's holistic approach to program management:

- 1) **Monitoring:** This component will involve continuous data collection to track progress towards strategic objectives and key performance indicators (KPIs). Regular data collection methods, such as surveys and progress reports, will ensure that the organization remains informed about ongoing developments.
- 2) **Evaluation:** Periodic assessments of project outcomes and impact will fall under this component. It will include baseline studies, mid-term evaluations, and end-of-project assessments to gauge the effectiveness of initiatives.
- 3) **Accountability:** This aspect will center on the organization's commitment to transparency and responsiveness. Feedback mechanisms, including complaint and response mechanisms (CRM), will be established to facilitate communication with beneficiaries and stakeholders, ensuring their concerns are heard and addressed.
- 4) **Learning:** Emphasizing a culture of continuous improvement, this component will encourage reflection and knowledge sharing. Regular sessions will allow the organization to integrate lessons learned into program design and implementation, driving adaptive strategies.

The MEAL cycle will be structured to follow a systematic and cyclical process, ensuring that the organization remains agile and responsive:

1. **Planning:** The cycle will begin with setting clear MEAL objectives, indicators, and data collection methods, providing a roadmap for subsequent activities.
2. **Data Collection:** Information will be gathered from various sources, including surveys, interviews, and site visits, to provide a comprehensive understanding of progress and impact.
3. **Data Analysis:** Data collected will be analyzed to identify trends and insights, which will guide future decision-making processes.
4. **Reporting:** Regular reports will communicate findings to stakeholders, promoting transparency and accountability.
5. **Learning and Adaptation:** Lessons learned from data analysis will prompt program adjustments and improvements.
6. **Feedback and Accountability:** Mechanisms for beneficiary and stakeholder feedback will be maintained, underscoring the organization's dedication to responsive and accountable practices.

7.2. Data Collection and Management

This section establish MEAL framework for the MEAL plan, clarifying roles and responsibilities, outlining the key components of MEAL, and emphasizing the cyclical nature of the MEAL activities. It provides a structured approach to carrying out MEAL throughout the strategic plan implementation.

In the forthcoming stages of the East Action Organization 's strategic plan implementation, the third section of the comprehensive MEAL (Monitoring, Evaluation, Accountability, and Learning) plan will delineate essential procedures for data collection and management. This section will underscore the significance of employing specific data collection tools, such as beneficiary surveys, key informant interviews, and site visit checklists, to comprehensively capture both quantitative and qualitative data. It will lay out a structured data collection schedule that aligns precisely with project milestones, ensuring that data is gathered in a timely and contextually relevant manner.

Furthermore, future data storage and security measures will be meticulously detailed to safeguard the confidentiality and privacy of the collected information. Access to the data will be restricted solely to authorized personnel, and stringent backup protocols will be established to mitigate the risk of data loss. Future quality assurance procedures will be implemented to uphold data accuracy and reliability, including comprehensive training for data collectors and rigorous validation checks before data analysis. Ultimately, the section will provide a blueprint for the future

data reporting process, specifying report formats, distribution timelines, and key stakeholders who will receive the findings.

7.3. Baseline Assessment

In preparation for the strategic plan's implementation, collecting baseline data is crucial to establish a clear starting point against which progress can be measured. To accomplish this, we will employ a multifaceted approach, combining surveys, interviews, and research. Surveys will be distributed to targeted stakeholders, including community members, beneficiaries, and partners, to gather quantitative data on their current circumstances and perceptions. In-depth interviews will provide qualitative insights, enabling us to understand specific needs, challenges, and opportunities. Additionally, desk research will be conducted to gather existing data and contextual information relevant to our strategic objectives. This comprehensive baseline assessment will provide a holistic view of the conditions before implementation, informing our strategies and KPIs.

7.4. Data Analysis

Data analysis will be a rigorous process conducted systematically to extract valuable insights. We will utilize advanced software and tools designed for data analysis, ensuring accuracy and efficiency. The responsibility for data analysis will be assigned to our dedicated Data Analyst, who will be well-versed in using these tools. Regular data analysis sessions will occur to continuously monitor progress and assess the impact of our initiatives. This ongoing process will allow us to make informed decisions, adapt strategies as needed, and ensure our actions remain aligned with our strategic plan.

7.5. Reporting

Our reporting structure will be well-defined to facilitate effective communication. Regular reporting will occur at specified intervals, ensuring stakeholders are continuously informed about our progress. To enhance clarity, we will utilize visual aids such as charts and graphs, making complex data more accessible and understandable. Different reports will target specific audiences, such as board members, donors, and staff. These tailored reports will provide relevant information to each group, aligning with their interests and roles. By structuring our reporting in this manner, we aim to maintain transparency, engagement, and accountability throughout the strategic plan's implementation.

7.6. Feedback Mechanism

Feedback from stakeholders, including donors, partners, and beneficiaries, is integral to our commitment to responsiveness and improvement. We will employ a variety of mechanisms to collect feedback, including online surveys, focus groups, and feedback forms on our website. These channels will ensure accessibility and inclusivity, allowing stakeholders to share their insights conveniently. Collected feedback will be diligently reviewed and analyzed by our Accountability Focal Point. Actionable feedback will be promptly addressed, while valuable insights will be incorporated into our decision-making processes. By actively engaging with our stakeholders in this manner, we will foster a culture of collaboration and responsiveness, ultimately enhancing the effectiveness of our strategic plan.

7.7. Accountability and Responsibility

Accountability mechanisms will be firmly established to ensure the integrity of our MEAL activities. The MEAL Coordinator will have primary responsibility for overseeing data accuracy, security, and privacy. This includes verifying that data collection processes are standardized, accurate, and reliable. Data security and privacy will be upheld through strict adherence to data protection regulations and industry best practices. Accountability will permeate the organization, and each role within the MEAL framework will have defined responsibilities. Regular internal audits will further reinforce accountability, ensuring that our MEAL processes are transparent, secure, and in compliance with data protection standards.

7.8. Learning and Adaptation

Learning and adaptation are pivotal aspects of our MEAL framework. Insights gleaned from monitoring and evaluation will drive strategic plan adaptations. For example, if evaluation findings reveal that a specific project component is not achieving its intended impact, we will adapt by revising our approach, reallocating resources, or seeking alternative solutions. Learning will be embedded in our organizational culture, with regular reflection sessions and knowledge-sharing workshops providing platforms for staff to exchange insights and lessons learned. This iterative process of learning and adaptation will be integral to our ability to remain responsive and effective throughout the strategic plan's implementation.

7.9. Risk Assessment and Mitigation

To ensure the smooth implementation of our MEAL activities, we will conduct a comprehensive risk assessment. Potential risks, such as data breaches, will be identified and evaluated. Mitigation strategies will be put in place to address these risks. For instance, to mitigate the risk of data breaches, we will implement encryption and secure storage practices, safeguarding sensitive information. Additionally, we will have contingency plans ready to respond to unforeseen challenges. Regular risk monitoring and assessment will ensure that we proactively address issues that may arise, enhancing the resilience of our MEAL framework.

7.10. External Evaluation

External evaluations will be conducted periodically to provide an impartial assessment of our MEAL processes. These evaluations will occur at key milestones, aligning with the strategic plan's duration. External evaluators will be selected based on their expertise and experience in MEAL and relevant subject matter. Their findings will be used to inform strategic adjustments and improvements. External evaluations will enhance the credibility of our MEAL efforts and ensure that we maintain the highest standards of transparency and accountability.

7.11. Data Security and Privacy

We are committed to upholding stringent measures to safeguard data security and privacy. Compliance with data protection regulations will be a fundamental aspect of our data management practices. Responsibility for data security will be shared among staff involved in data collection, analysis, and storage. Encryption, secure storage, and access controls will be implemented to protect sensitive information. Regular audits and compliance checks will be conducted to ensure ongoing adherence to data security and privacy protocols. Our dedication to data security and privacy reflects our commitment to maintaining the trust of our stakeholders.

7.12. Feedback Loop

We recognize the significance of a robust feedback loop in maintaining stakeholder engagement and transparency. Stakeholders will receive regular updates on the progress of our initiatives, including sharing success stories and outcomes. Mechanisms for keeping stakeholders informed will include newsletters, progress reports, and interactive feedback sessions. We value the insights and perspectives of our stakeholders and will actively seek their input throughout the strategic plan's

implementation. This inclusive approach ensures that our actions remain aligned with the needs and expectations of our diverse stakeholder groups.

7.13. Documentation and Knowledge Sharing

Comprehensive documentation and knowledge sharing are essential elements of our MEAL plan. MEAL data and reports will be meticulously documented and stored in secure, accessible databases. Knowledge sharing will be facilitated through internal workshops, knowledge-sharing sessions, and the creation of a centralized repository for lessons learned. This approach ensures that our organization benefits from a collective knowledge base and continuously improves its practices.

7.14. Capacity Building

We are committed to building the capacity of our staff involved in MEAL activities. Training programs, workshops, and courses will be organized to enhance their skills and expertise. These capacity-building initiatives will empower our team to effectively carry out MEAL processes, ensuring the reliability and quality of our data collection and analysis.

7.15. Timeline

Our MEAL plan timeline will be intricately synchronized with the milestones and duration of our strategic plan. Specific timeframes for data collection, analysis, reporting, and evaluations will be established to coincide with the strategic plan's objectives and phases. To implement the MEAL plan effectively, a budget estimate has been allocated. This budget encompasses costs related to data collection tools, software, external evaluations, and staff training. These financial resources will be utilized judiciously to ensure the successful execution of our MEAL activities. Continuous monitoring and review of the MEAL plan will be essential to its effectiveness. Regular assessments will provide insights into the plan's performance, allowing us to make adjustments and refinements based on lessons learned. This iterative process of monitoring and review will ensure that our MEAL efforts remain aligned with our strategic plan's goals. Our MEAL plan is an integral component of our commitment to achieving the goals and objectives outlined in our strategic plan. It serves as the backbone of our accountability, transparency, and learning processes. By systematically collecting and analyzing data, engaging stakeholders, and upholding rigorous data security and privacy measures, we aim to ensure the success and impact of our strategic initiatives. The MEAL plan will continuously evolve and adapt to meet the changing needs and challenges of the communities we serve, enabling us to make a positive and lasting difference.

8. PERFORMANCE EVALUATION

8.1. Performance Evaluation

Performance evaluation is a critical component of our organization's efforts to monitor and assess the effectiveness of our programs and initiatives. We are committed to conducting regular performance evaluations to ensure that our projects are meeting their intended goals and making a positive impact on the communities we serve. These evaluations will be carried out using a systematic and data-driven approach, involving a range of methods such as surveys, interviews, data analysis, and site visits.

Key Elements of Performance Evaluation

- 1) **Data Collection:** We will gather relevant data and information related to the performance of our programs. This data may include quantitative metrics, qualitative feedback from beneficiaries and stakeholders, and other relevant indicators.
- 2) **Analysis:** Data collected will be analyzed to assess the outcomes and impacts of our programs. This analysis will help us identify areas of success and areas that require improvement.
- 3) **Reporting:** Findings from the performance evaluations will be compiled into reports. These reports will provide insights into the effectiveness of our initiatives and will be shared with stakeholders, including donors, board members, and staff.
- 4) **Adaptation:** Based on the evaluation results, we will make necessary adjustments and adaptations to our programs. This iterative process of evaluation and adaptation is crucial for ensuring continuous improvement.

8.2. Performance levels

The EAO will use four performance ranks or thresholds, which are indicated in the following table, for performance measurement/evaluation of this strategic plan.

PERFORMANCE LEVELS			
LABEL	Score	Range	Description
Excellent (Dark Green)	4	≥ 95%	When the achieved result is equal to or greater than 95%
Very Good (Light Green)	3	[75-95%)	When the achieved result is between 75 and 95%.
Satisfactory (Yellow)	2	[60-75%)	When the achieved result is from 60-75%.
Unsatisfactory (Red)	1	< 60%	When the achieved result is less than 60% of the targeted performance

8.3. Incentives

Recognizing the importance of motivation and recognition, we have established a system of incentives to reward and acknowledge outstanding performance by our staff and partners. These incentives are designed to encourage excellence, innovation, and dedication in the pursuit of our organization's mission. The Incentives includes the:

- 1) **Performance-Based Bonuses:** Exceptional performance that leads to significant project outcomes may be rewarded with performance-based bonuses. These bonuses serve as a tangible recognition of the individual or team's contributions.
- 2) **Recognition and Awards:** We will organize regular recognition events and awards ceremonies to celebrate outstanding achievements by our staff and partners. These events provide a platform for acknowledging excellence and sharing best practices.
- 3) **Professional Development Opportunities:** High-performing staff members may be offered opportunities for professional development, including training, workshops, and courses to enhance their skills and expertise.
- 4) **Leadership Roles:** Individuals who consistently demonstrate exceptional performance may be considered for leadership roles within the organization. This provides them with opportunities for career growth and greater responsibility.
- 5) **Public Acknowledgment:** Exceptional contributions may be publicly acknowledged through our communication channels, including social media, newsletters, and press releases. This recognition helps raise the profile of individuals and teams who have made a significant impact.

Performance evaluation and incentives are integral to our commitment to achieving excellence and making a meaningful difference in the communities we serve. These processes will help us continually improve our programs and recognize those who contribute significantly to our mission.