

Irob Development Association (IDA)

A Five Years Strategic Plan (2015-2020)

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Message from Board Chairman

IDA was established before ten years to support the development endeavors of Irob people and preserve our language and culture. This is the first strategic plan of Irob Development Association (IDA) which covers the period from **2015 to 2020** and the process was very participatory and enlightening. This strategic plan was prepared fully by IDA member's volunteers and it is realistic strategic plan which reflects the situation in the ground. I strongly believe that this strategic plan will enable IDA to increase the effectiveness and efficiency of the services and enhance the overall achievement of its mission. Hence, it gives me a great pleasure to be part and parcel of this informative and wonderful process and see a systematically planned document which guides us towards a well-planned future.

In this occasion, on behalf of the IDA members and myself, I want to express my heartfelt gratitude to IDA strategic planning technical team members for their determination to do the work and for the effort they exerted and the excellent strategic plan document they produced. The strategic plan document designs the road map towards the realization of Irob Development Association vision and mission. Therefore, the realization of this strategic plan obviously will not be straight forward, for it will demand maximum effort and commitment by all IDA members cross the world and it will require collaboration of all partners, members and stakeholders. IDA has been working in limited interventions; however it is time for all IDA board members and IDA branch leaders to employ this strategic plan as a tool to speed up our works and keep tracking our progress in achieving the envisaged plans and scopes of the organization. IDA believes strongly in real partnership that is based on common goals and objectives and the principles of mutual understanding and respect. Irob district is located in area, which is frequently affected by drought and has experienced a border conflict which has left long lasting detrimental socio-economic effects on the society which requires recovery and healing engagements. The contributions of all IDA members will remains very significant otherwise accomplishing the mission, goals and objectives of IDA will be impossible. Therefore, at this occasion I would like to extend my deepest appreciation and gratitude to all our IDA members who have supported and brought IDA to this level and I also take this opportunity to encourage and call for the continuation of IDA members to their usual collaboration in the renewed spirit of the real commitment to realize this Strategic Plan.

To capitalize and create common ground all IDA branch heads are kindly requested to act as spring board towards the realization of the organizations' mission to disseminate the content and meaning of this Strategic Plan to all IDA members and renew the existing willingness, creativity and commitment to actively participate in its full implementation in the coming years. Finally, I would like to thank all IDA members who have participated directly indirectly in development of this strategic plan and recall all Irob people to unite and work together to play a role in making poverty history from our community and to keep our identity intact.

I thank you all,

Hagos Tsegay,
IDA Board chairman

1. Introduction

1.1 The Irob Development Association

IDA stands for the abbreviation of Irob Development Association. It is a non-governmental, non-political and non-profit association established to help the rehabilitation and sustainable development of the Irob ethnic minority in Northern Ethiopia - eastern zone of Tigray. It was officially established with the approval of the Tigray Regional Government of Ethiopia on August 2003 in Mekelle, the capital of Tigray. It is an initiative taken by Irob citizens in Mekelle city after realizing the severe deterioration of livelihood of the Irob people at home in the country side followed by the devastating Ethio-Eritrean war and harsh environmental degradation challenging their agriculture-led livelihood. The association is established with ambitious plan of embarking on various interventions. However, due to lack of capacity, it could not aggressively realize its ambitions.

After fall of Derge Regime the Irob communities outside the district were trying to organize themselves and solve the problem of their people in the Irob District. At the sometime during 1990 G.C unexpected Eritrean regime evaded Ethiopian land and one of the most affected people at that time was Irob people, the whole Irob district people were displaced and some were abducted by Eritrean troops. After the war the government of Ethiopia and other international NGOs try to rehabilitate Irob people and come back home. Since 1994 E.C Reverend **Abba Tesfay Baraki** from America come to his country for vacation and raise the Idea in Mekelle with small group of people to establish Association of intellectual people which is (Association of Educated people) by that time the idea get acceptance remedially.

Based on that, Six members committee were established to prepare administration manual guideline to establish legal entity and idea of proposal for association .At the initial time it was raised the idea of the association could have only composed of educated people, but this idea not step longer. Most people argued the association should have been include all Irob people. The idea get acceptance and the committee submit the proposal to Irob people living in Mekelle August 1994 E.C by considering the problem in district named" Irob Nationality Rehabilitation and Development Association (INRDA). The discussions takes year and on July 8/11/ 1995 E.C the association got legal entity according to Ethiopia Association Establishment law article 43 (1) .

The founders of the association 15 in number and have list of names in IDA administration manual. Mean while through government and NGOs the rehabilitation program finished , the board members during that time raised the first name should have changed and in first general assembly 24/06/1998 new name approved the so- called" Irob Development association" IDA . The association generally aimed by making development and social works to reduce poverty for Irob people and to promote and keep the culture and language of Irob people. Because of the presence of association people outside of the Irob district try to support back home people and to strength the association of course it is not enough.

1.2 Back ground Irob wereda:

The Irob Wereda ("Wereda"= district) Geographically the set up of the district is high land and plateau interspersed in low-lying hills and flat lands. It is located in the far north east between 39° 28' to 39° 59' E longitude and 14° 22' to 14° 40' N latitudes about 150 km North of Mekelle , the capital of Tigray Region. It is located at the far north of Ethiopia bordered by Eritrea from the North and Afar Region from the East, south Seasi Stada-Emba wereda and West Gulemkada Wereda. The total area of the Wereda is estimated at 850km² with a landscape consisting of rugged mountains, hills, high plateaus and deep valley bottoms. The climate is generally dry with significant temperature gradient along the altitude ranging from 5°C-37°C. The altitude varies from 900 meters above sea level at Endeli Valley to the peak mountain Asimba that is 3200 meter above sea level. Most of the people live in areas ranging from 1500 to 2700 meters above sea level. Irob wereda population is 33,912 with 8 Tabias and Dawhan is the new tabai currently. Under 15 years aged population of (0-15 years) constitute 49.73 percent .The age group between 15-64 years is about 47.02 percent while the old age (65 and above) population accounts 3.25 percent. Economically 90% of the population is based on agriculture.

It has three climatic condition which are Woina dega, high land, & low land, which accounts for 75 percent, 15 percent and 10 percent of its territory, respectively. During the dry season, the days are pleasantly warm and the nights are somehow cool; in the rainy season, both days and nights are cool relatively. There are two rainy seasons namely the 'Belg' and 'keremt'. The rain falling in the Belg season is low for growth of plants as a whole but main rain season is Keremt where by some rain and moisture is available for plant growth. It is estimated that the average annual rainfall ranges from 148-384 mm per annum.

2. Major development challenges in the district

Based on the Tigray region's food security status classification Irob wereda in general is categorized under food insecure wereda due to the fact that the area is threatened with recurrent drought, fragmented farmland and less potential in ground as well as surface water resources.

- Recurrent drought: Rainfall in the district is erratic and drought also occurs cyclically and the resilience capacity of the community is low.
- Poor infrastructure development: Basic infrastructures such as health, access roads and other infrastructures less developed and access to basic social services is very limited..big challenge of addressing water scarcity;
- Deforestation: Still deforestation is a big problem in the district and causes lose of fertile soil, water and wild animals.
- Illegal migration and unemployment: Illegal migration young labor force to different parts of the world as a result of high unemployment rate aggravated limited livelihood options and poor working culture of the youth

- Back ward and low working culture: Majority of the society is not far from backward culture and traditions that could negatively affect the overall development efforts.
- Low performance in education sector coupled with high drop out from schools
- Cliffs and Ragged topography (Terrain nature of the land topography)
- Very limited and fragmented farming land (Small land holding and very fragmented and scattered, on average the land holding is about less than 0.25/household),
- Lack of saving habit(extravagancies) or too much expenditure in cultural events;
- Lack of appropriate technology (limited initiative topographical area based development, and Limited supply of improved agricultural inputs),
- Very poor livestock extension services, and low per capita oxen ownership and poor socio-economic infrastructure development.

3. Review of Past Performance of IDA

Starting from establishment the association mobilize people in Mekelle, Addis Abeba, Adigrat ,in Irob district and on seas . In past ten years the IDA try to perform some intended activities based on Objective of the association. IDA had two main objectives of which are; One, promote social and economic status of Iron people and Two to preserve and develop culture and language of Irob people for most to have in good condition. Irob Development Associations currently have 13 board members and have different committee in Mekelle, Adigrat and Dawhan. All members of IDA board members and committee in different areas have giving free contribution and the association have not staff working as employee. Based on that Irob Development association documents IDA preformed the following activities in past 10 years.

3.1 Culture and langue related Activities

- By organizing different people the association tries to produce documentary film which the culture of Irob focused on "Meskel Beal" Celebration.
- More than 200 teachers trained on Saho Language, to support education in Irob district, 5 KG teachers train for one year and open KG in 5 tabias.
- In addition to that the associations try to support artists individually and collectively to have produce castes and to make festivals.
- The Associations provided complete cultural cloths for "Bahli Irob" and purchased full music instruments

3.2 Social and development related Activities.

- By creating awareness and mobilizing people the association has its own bank account; it had done three Generals assembly meeting and selection of central committee. IDA had office in Mekelle and Adigrat and have prepared program for telethon.

- 400 books for Dawhan secondary school, for three consecutive year 200 student of university engaged in summer education.
- Since starting from 2004 E.C up to 2006 the association warded 600 Birr for grade 5-12 students their average score is above 90 in total 120 students have get support. Total of 31 top University students provided Birr 3600 each.
- Year 2004, 2005 E.C 30 female student get support for house rent in Dewhan Birr 2000 each.
- In addition to that the association tries to support artists individually and collectively to have produce castes and to make festivals.
- The associations give support for Irob sport club for their shoe and shirts worthy of Birr 36,000.00.
- The association open office in Mekelle and Adigrat and have close relations with Diaspora of USA, EUROPE and Australia.
- To promote national solidarity the association bought bond for Great Renaissance Abay dam worthy of Birr 20,000.

4. IDA-Management Board and staff.

Currently IDA had 13 board members from different areas such as from Mekelle, Adigrat and Dawhan. Based on that the organizational structure of IDA is there is General Assembly-Board of Directors-Internal audit- Head office in Mekelle (lead by the committee elected by community) office in Adigrat. Still now all works had done by board, elected area committee and volunteer members. Till now the organization had not staff, this because of lack of enough financial capacity to pay for recruited staff.

5. IDA Vision Mission & Core Values

5.1 IDA Vision

- IDA envisions seeing Irob peoples free of poverty, making use of their well developed language, & cultures to exercise their identity proudly with their regional & national counter parts in day to day life.

5.2 IDA Mission

- IDA strives to facilitates sustainable development of Irob society and work strongly to develop the cultures & langue for day to day utilization in the community through effective/sufficient resource mobilization to fund programs and projects from it's members and friends across the world. IDA works on organizing people of Irob outside and inside the country to promote aim of IDA to support Irob people development, culture, and language and over all socioeconomic endeavors. Farther

more IDA work for the integrity of Irob people through out the world , preservation of social cultural values of Irob people , work in educating to fully literate society, work in promoting sustainable use of natural resources in development and working to establish good relationships among the peoples in the country with Irob people.

5.3 IDA Core values

- Solidarity (Working together for common goal)
- Option for the vulnerable
- Voluntary mission to serve the people (commitment)
- Working for Common good and Respect for own cultures and language
- Efficient utilization of resources
- Fidelity & honesty among the IDA members
- Participation
- Respect for other cultures , languages and societies

6. IDA Stakeholder analysis

No.	Name of Stakeholder	Expectation	Likely reaction and impact if expectations not met	Degree of importance	Institutional response
1	IDA members Volunteer workers	<ul style="list-style-type: none"> • Good working environment • Transparent working system • Efficient communication system • Fair incentive /recognition • Respect to each other • Building common understanding • Quality repots 	<ul style="list-style-type: none"> • Becoming non active member • Denying recognition to IDA's work • Misunderstanding among each other • Not contributing in kind and financially • Looking for other options 	1	<ul style="list-style-type: none"> • Creating conducive working environment for all members to contribute • Creating transparent working system and act accordingly to update all members • Improve the communication modalities • Providing necessary logistics to volunteers to work properly • Employing staff to work for the institution
2	Irob administrations	<ul style="list-style-type: none"> • IDA not to participate in any political matters (to remain non political) • To move to meaning full actions • Work based on districts development strategies on priority areas • Have close relationship with the administration and line offices 	<ul style="list-style-type: none"> • Calling for clarifications and Organizing forums for discussion and finding common solution • Discontinuing working with IDA • Taking legal actions on IDA 	1	<ul style="list-style-type: none"> • IDA should develop interventions based on district development strategies focusing on priority areas of the districts and the people • Involving the district in all development interventions at all levels • Submitting reports as per the

		<ul style="list-style-type: none"> • Reporting and updating on the works and plans of IDA 			<p>regulations</p> <ul style="list-style-type: none"> • Organizing forums for discussion • Keeping IDA to remain non political
3	Irob district sector offices	<ul style="list-style-type: none"> • Sector office staffs to be participated • Programs to be designed in consultation based on sector office strategies • Reports to be submitted on regular bases • To have close working relationship 	<ul style="list-style-type: none"> • Organizing forums for discussion and finding common solution • Informing the district administration the problem and find a solution • Stopping working relationship • Denying recognition 	2	<ul style="list-style-type: none"> • Incorporating district staff in programs • Designing programs based on sectoral strategies • Submitting reports on regular bases • Establishing close working relationship with sectors
5	Regional administration	<ul style="list-style-type: none"> • Programs to be designed based on regional policies and strategies focusing priority areas • Non interference on regional political issues or affairs and areas forbidden for an NGO to operate 	<ul style="list-style-type: none"> • Organizing forums for discussion and finding common solution • Stopping working with IDA 	1	<ul style="list-style-type: none"> • Designing /programs based on regional policies and strategies • Working as non political organization respecting the rule of law of the region

		<ul style="list-style-type: none"> • To keep rules and regulations of memorandum of association stated by the Ethiopian charity and society law • Reports to be submitted on regular bases • To have close working relationship 	<ul style="list-style-type: none"> • Taking legal actions 		<ul style="list-style-type: none"> • Submitting reports on regular bases • Establishing close working relationship with sectors
8	Beneficiaries IDA	<ul style="list-style-type: none"> • Expect to be involved in all program development processes • Programs to be need based • Transparent way of doing things and on time execution of activities and payments' • Regular up date and information 	<ul style="list-style-type: none"> • Organizing forums for discussion and finding common solution • Denying recognition • Make accountable responsible body 	1	<ul style="list-style-type: none"> • Designing proper mechanism to involve beneficiaries in all program development processes • Consulting and developing need based programs • Designing and implementing mechanisms that could enhance transparency at all levels and activities and payments should be executed on time • Developing organizational code of conduct and ethics to avoid possible conflicts

					<ul style="list-style-type: none"> • Providing regular reports and updates to the beneficiaries
10	Supporters of IDA with financial contribution (Donor partners)	<ul style="list-style-type: none"> • Quality proposal in line with their area of interest • Quality and on time submission of report including Audit report • Transparent and accountable working procedures and systems • Quality and on time implementation of project/program activities • Openness for dialog and trust worthiness-Strong partnership based on mutual understanding and respect • Gender and HIV&AIDS mainstreamed across all level of the organizational structures 	<ul style="list-style-type: none"> • Organizing forums for discussion and finding common solution • Building the capacity of the organizations if it is due to limited capacity • Quite working with IDA 	1	<ul style="list-style-type: none"> • Developing quality proposal in line with their area of interest' • Submitting quality and on time report • Introducing transparent and accountable working procedures and systems • Implementing projects and programs on time and up to the standard • Being ready and open for dialog and being trust worthy

7. IDA Environmental Scanning (Situation analysis)

7.1 IDA Internal environment analysis

7.1.1 IDA Governance

IDA's leadership is expected to properly manage the overall activities of the organization ideologically, social development activities and proper administration of the office. The internal situation assessment done with the members revealed that they were socially elected leadership by majority of the people, unpaid leadership/ being volunteer, they are friendly and easy to approach them, they have good commitment to work, they run socially acceptable organization by majority and push to work together with all limitations. In contrary, Limited in communicating accomplishments to all IDA members, slow in making decision and actions timely, more tilted to routine than strategic issues, have limited regular meetings with all board and IDA members, and limited utilization of social communication modalities.

Therefore, in terms participating respected bodies in processes which concern them and doing things in transparent manner and making quick decision the leadership style found to have a weakness. These weaknesses are critical in terms of motivating all members to achieve the vision and mission of the IDA, rather could create dissatisfaction of members and supporters. Hence continuous internal environment situation assessment and understanding the feeling of members and giving time to have regular meetings with all IDA board and members are very crucial to read and act accordingly. The leadership of IDA besides supposed to think strategically on matters that could take the organization forward; otherwise the IDA could not operate in very dynamic environment. Currently IDA is currently under structural adjustment and developing new structure working systems. Accordingly, the board members included Diaspora increased branch assuming tasks to be shared among them.

IDA having workable organizational structure is one factor that could enhance organizational performance and accordingly, IDA developed new structure of the main office and branch office. In general the structured assumed to be good, in terms of having manageable departments that could help to minimize work load and including new departments that could contribute to the overall performance of the organization. Furthermore, board members locally are still not re-elected officially and re-constituted. It is believed that Organizations could better be guided towards intended goals if and only if they have a strategic plan. Strategic plan serves a blue print which shows the way organizations should go to achieve the intended goals and objectives. Furthermore, it is important to monitor the changes made and adjust accordingly. Therefore, IDA has got this strategic plan document which is in line with the policy and strategic directions of the regional government and the interest of Irob people.

7.1.2 Working systems IDA

For effective and efficient organizational performance and achieve the overall goals and objectives of any organization working systems and procedures are critically important. As the result, as part of the situation

analysis an attempt was made to assess the working systems of IDA. Accordingly, the assessment revealed weak and strong sides of the existing working systems. Procurement/award processes are on committee base, and Supports and awards are done in clear criteria based on committee base. Although IDA has not done plenty of purchases and awards, currently presence of the manual at organizational level is mandatory. A procurement, support/award and Property administration manual is not communicated to the public and needs update

Similarly, with regard to human resource administration system existence of volunteer workers and getting volunteers when assignments are given by board members is good. However, Human resources utilization manual is not well developed and communicated IDA members. Incentives/ like covering logistics for volunteers are not in place , and limited/ no full time employed staff working for IDA. Manuals and guidelines for human resource administration should be well developed and should be putted into practice. Furthermore, the system should be communicated to all for utilization to respected bodies and there should be full time workers IDA and cost should covered by contributions. Otherwise, the works will be hampered by lack of time, commitment and clear accountability. Another important point which needs high attention is the clear incentives and cost recovery systems should be well developed to avoid any resource embezzlement and wastage.

It is important IDA to establish planning; monitoring and evaluation guideline put it to work. IDA meetings should be well scheduled and respected accordingly. IDA members should know when and where monthly, quarterly, biannually and annual review reports presented so that can help them to participate. This process expected to contribute significantly in learning and sharing experiences among members. Reporting show delayance, reports are not sent on time and have quality problems. Reports can be produced at different levels and different programs, but should include minimum information required by members and readers of the report. Therefore, IDA should higher employees to do that and is critical problem needs immediate intervention to improve the quality of reports produced and time of delivery.

Regarding utilization of the management information system and archiving information on the IDA website is in a good start. It really facilitates the communication of the organization as whole and projects with donors and other stakeholders. Even in terms of getting valuable information from different sources including internet can be utilized different purposes mainly project/program design is very helpful. However, there are limitations that should be addressed to make the system more efficient and accessible to all needs familiarization communicating to IDA members locally is important.

7.1.3 Human resource IDA

IDA having potential skilled and large number of members and volunteers alone is not enough to successfully realize goals of organization. IDA leadership is important vehicle in creating conducive working environment for volunteers and employees smoothly operate or maneuver activities of the organization. In this regard the internal analysis shows that the working environment and personal freedom to work freely is

good or very friendly it is not a problem. Besides, the infrastructure and logistics, office setup very limited that needs to be improved.

Currently IDA members are building good working spirit and committed to strive to work together. However the leadership should introduce more incentives, awards, and recognition to volunteers and future employees of the organization. Volunteer motivation to work is important for having committed and tireless individual's one factor that could motivate members more attracted to work freely outside monetary value. IDA leaders should work strongly to uphold members participation in all activities at different level to avoid certain extent discouragements and de-motivations that IDA's members possibly could become non active members.

7.1.4 Financial Administration

For any organization in the world to grow effective and efficient financial administrations is crucial for effective and efficient utilization of resources and comply with all the financial standards and requirements of the organization members and other stakeholders. The internal analysis made showed that in most of the cases IDA budget utilization is good. However, the financial administration of IDA is still need to be strengthened to properly implement budget controlling and monitoring measures. Actually it does not mean that budget is not controlled as whole budget is being critically controlled by IDA board members, branch heads and Program representatives like that of IDA-ISESP. The argument here is that budget control is a big issue and it should be strictly controlled by the rules and regulation of IDA leadership at different levels and reports should be presented to all bodies.

7.2 IDA External environment scanning (Analysis)

7.2.1 Political situation

IDA engaged in social and development activities because it obliged by the prevailing district (wereda) situation mainly drought and poverty situation as it has established to serve the Irob people. For IDA, to maneuver on the social and development activities existence of policies and strategies is very important and helpful. The assessment revealed that currently there are clear government development policies both at national and regional level and they are clear and supportive to engage in social and economic development endeavors along with the government for institutions/ organizations like IDA. Therefore, the existences of clear and workable policies are big opportunity which creates conducive working environment IDA to operate in the Irob. Besides, government willingness to involve NGO in the fight against poverty and presence of well established and structured government structures are also big opportunities for IDA to operate in the district.

However, Irob werda on the northern part of Ethiopia and bordering with Eritrea the no peace no war situation in the area is threat to operate. Besides, as members of IDA we should be respectful always and help others to understand to respect new civic society law which to certain extent restricts involvement of

non government actor in few areas particularly with politics. Another big opportunity for IDA is presence of well structured body's at grass root level and has significant development and community mobilization work and uses existing government line offices and administration structures to effectively implement it activities. Thus, the existence government structures at all levels both administrative and line bureaus create good environment for partnership to work together. Besides, normally IDA should had over completed activities to the community and respected line offices, therefore their existence is found to be helpful to ensure the sustainability of the work as they take care of it .

7.2.2 Economic situation

Currently Ethiopia is showing a progress in development since last 10 years. The result of the concerted efforts of different actors, the economic growth rate of the country is showing progress and it is promising and this trend of economic growth believed to create employment opportunity for the unemployed youth and land less, it will create market for agricultural produce and it will improve access to basic services. Therefore, the economic growth trend is opportunity for IDA because it will enhance the overall goals and objectives of the organization and support greatly its members.

However, in Irob district it does not mean all problems are resolved still there are large number of unemployed youth and landless who needs immediate support, poorly developed infrastructure, illegal migration, limited livelihood options. And besides, the drought situation is occurring almost every other year and it affects greatly the livelihood of the people. Besides, currently there is high inflation rate which increases the prices of goods and services. This in turn increased project costs beyond the planned budget and negatively affected the purchasing power of the beneficiaries. Especially the price escalation beyond its other effects it is greatly affecting farmers' access to improved technologies, pay for their children's schools fee.

7.2.3 Social and population dynamics

Population growth number alone could not be a development challenge to any country, as long as it is literate and productive and balance with the economic growth of the countries. Population is a problem when it is illiterate, unproductive and the growth rate is beyond the economic growth rate. Generally gender equality issues people's attitude towards women is improving, sharing what you have among the community have helped a lot to cope up with seasonal challenges. On the other hand, still there are backward traditional (harmful practices) and in some cases there is dependency syndrome/ much expectancy among beneficiaries.

Currently there is growing moral delinquency of the youth after Ethio- Eritrea war locally in Irob district (currently low working cutler of the youth), high tendency of illegal migration of youth to other countries, high expectation from people abroad, and a lot of youth seeking to migrate illegally with limited vocational

skills. With regard to HIV/AIDS, improvements in awareness of people, free access to ART and existence of relatively high number of actors working in the area are opportunities to work and achieve the intended goals and objectives. However, still high problem of HIV/AIDS problem both in rural and urban areas and it is really a threat as it affects the working force.

7.2.4 Technological situation

In the last five years, Ethiopia has witnessed unprecedented ICT development, which has also benefited various regions in the country. Communication technologies are important in terms of enhancing development activities as they enhance communication or information flow. Accordingly, the introduction of improved Information Communication Technology in the Country, in the Region, and districts is one of the opportunities to IDA in smoothly implement its development interventions. Currently IDA have developed it's website which is expected facilitate and simplify the work systems and communication flows. IDA have to work on familiarizing and utilizing the website and make resources full media of communication and explore all possibilities to acquire and benefit from the website.

8. SWOT ANALYSIS

1	Internal environment scanning	Strength	Weakness
1.1	Governance IDA		
	<ul style="list-style-type: none"> ○ Leadership Style 	<ul style="list-style-type: none"> ○ Socially elected leadership by majority of the people ○ Unpaid leadership/ being volunteer ○ They are friendly and easy to approach them ○ They have good commitment to work ○ Socially acceptable organization by majority ○ Push to work together with all limitations 	<ul style="list-style-type: none"> ○ Limited in communicating accomplishments to all IDA members ○ Slow in making decision and actions timely ○ More tilted to routine than strategic issues ○ Have limited regular meetings with all Board , and IDA members ○ Limited utilization of social communication medias
	<ul style="list-style-type: none"> ○ Structure 	<ul style="list-style-type: none"> ○ Currently updated structure is good and expected to help move forward 	<ul style="list-style-type: none"> ○ All new updates are not well communicated to all IDA members ○ Board yet not officially re elected locally and new the updates
	<ul style="list-style-type: none"> ○ Strategy 	<ul style="list-style-type: none"> ○ This strategic plan document will serve as guiding document in designing programs/ projects ○ IDA programs are inline with government development strategies 	<ul style="list-style-type: none"> ○ Not yet communicated to all ○ Strategies are less communicated to IDA members ○ IDA Programs and activates have less Monitoring and evaluation framework
1.2	Working systems IDA		

	<ul style="list-style-type: none"> ○ Procurement/award /support and Property administration 	<ul style="list-style-type: none"> ○ Procurement/award process are on committee base ○ Supports and awards are done in clear criteria based on committee base 	<ul style="list-style-type: none"> ○ A Procurement , support/award and Property administration manual is not communicated to the public and needs update
	<ul style="list-style-type: none"> ○ Human resource administration(volunteers & employees) 	<ul style="list-style-type: none"> ○ Existence of volunteer workers ○ Assignments are given by board members to volunteers 	<ul style="list-style-type: none"> ○ Human resources utilization manual is not well developed and communicated IDA members ○ Incentives/ like covering logistics for volunteers are not in place ○ Limited/ no full time employed staff working for IDA
	<ul style="list-style-type: none"> ○ Planning , monitoring and evaluation system 	<ul style="list-style-type: none"> ○ It is good to have the Planning, Monitoring and evaluation manual 	<ul style="list-style-type: none"> ○ The planning, monitoring and evaluation guideline manual not well developed and communicated to IDA members
	<ul style="list-style-type: none"> ○ Reporting system 	<ul style="list-style-type: none"> ○ Report is produced Program and origination levels and disseminated to relevant bodies 	<ul style="list-style-type: none"> ○ Delay in submitting reports on time and have quality problems ○ Limited volunteers to compile works and to produce reports
	<ul style="list-style-type: none"> ○ Management information system 	<ul style="list-style-type: none"> ○ Currently IDA website will help to store information of the organization 	<ul style="list-style-type: none"> ○ IDA data handling system needs improvement it is not at desired level
1.3	Human resource/ IDA members)		
	<ul style="list-style-type: none"> ○ Skill of volunteers (employees) 	<ul style="list-style-type: none"> ○ IDA trained professional members gradated in different qualification/fields 	<ul style="list-style-type: none"> ○ Limited in utilizing those skilled people for different proposes of

		that can work as volunteers	IDA
	<ul style="list-style-type: none"> ○ Attitude 	<ul style="list-style-type: none"> ○ Currently IDA has many Volunteers ready to work for the common good ○ Currently IDA members are building good working spirit and committed to strive to work together 	<ul style="list-style-type: none"> ○ Limited instances are observed working the same thing in different versions, while the goal is the same that needs to be unified totally to maximize the benefits.
	<ul style="list-style-type: none"> ○ Working environment 	<ul style="list-style-type: none"> ○ Working environment and personal freedom to work freely is good or very friendly to all IDA members 	<ul style="list-style-type: none"> ○ No /Limited office and difficult setting or scattered in different areas ○ Limited infrastructure and logistics
	<ul style="list-style-type: none"> ○ Incentive / cost recovery schemes for volunteers ○ Salary and other benefits(new employees) 	<ul style="list-style-type: none"> ○ Currently all the works are on volunteers based 	<ul style="list-style-type: none"> ○ Currently no employee for IDA and no salary scales ○ No cost recovery/incentives schemes for volunteers working ○ No allowances / accommodation costs settlement
1.4	Financial administration		
	<ul style="list-style-type: none"> ○ Budget utilization/ monitoring ○ Audit 	<ul style="list-style-type: none"> ○ It is good in utilizing planed budget Like that of IDA-ISESP ○ Budget strictly monitored by IDA-ISESP ○ IDA conducts audits 	<ul style="list-style-type: none"> ○ Minimum delay same times
1.5	Service provision of IDA		
	<ul style="list-style-type: none"> ○ Adequacy of service 	<ul style="list-style-type: none"> ○ Services provided to beneficiaries are reasonably good ○ Currently it is promising to generate more 	<ul style="list-style-type: none"> ○ Limited fund to target many beneficiaries and run good number of programs and projects

		funds to reach more beneficiaries and run more programs and projects.	
	○ Satisfaction of beneficiaries/members	○ IDA-ISESP beneficiaries is very high ○ Current reforms are highly appreciated	○ As a result of much need in the ground People rate the work don so fare is not enough
2	External environment scanning	Opportunities	Threat
2.1	Political situation		
	○ Government policies	○ Government development policies are clear and supportive to engage in social and economic development endeavors along with the government strategies ○ Government willingness to involve NGO in the fight against poverty ○ Presence of well established and structured government structures at all levels	○ Ethio-Eriteria war and unresolved border issue
	○ Laws and directives		○ Civic society law which to certain extent restrict involvement in some areas
	○ Decentralization	○ Existence of decentralized government system that allow IDA to work with the grassroots ○ Supportive expertise in sector offices to work with them	
	○ Fund mobilization /Donor policies/	○ Existence of donors willing to support the fight against poverty	○ High competition for funding and IDA as beginner

2.2	Economic		
	<ul style="list-style-type: none"> ○ Economic trends/growth and Rate of inflation 	<ul style="list-style-type: none"> ○ Economic growth of the country is promising believed to support the effort made to fight poverty 	<ul style="list-style-type: none"> ○ High unemployment rate ○ High work force migration ○ Limited livelihood options ○ High inflation affecting intervention programs and other running costs
	<ul style="list-style-type: none"> ○ Drought 		<ul style="list-style-type: none"> ○ Recurrent drought situation and chronic food insecurity
	<ul style="list-style-type: none"> ○ Purchasing power of clients/farmers 		<ul style="list-style-type: none"> ○ Low purchasing power of farmers that limited their access to improved technologies ○ Limited to pay for schooling fees for their children in urban centers
	<ul style="list-style-type: none"> ○ Global economy 		<ul style="list-style-type: none"> ○ Global economic crisis which severely affected economic situation of people supporting funding
2.3	Social and sociological situation		
	<ul style="list-style-type: none"> ○ Population/demographic trends and changes 	<ul style="list-style-type: none"> ○ Access to health services is improving in all areas, which increase access to family planning 	<ul style="list-style-type: none"> ○ High population growth and incompatibility with social services developed
	<ul style="list-style-type: none"> ○ Beliefs values, attitudes and culture, opinions, HIV/AIDS and lifestyles 	<ul style="list-style-type: none"> ○ Attitude of people towards gender equality is improving well ○ Sharing what you have among the community have helped a lot to cope up with seasonal challenges ○ Relatively increased awareness and free 	<ul style="list-style-type: none"> ○ Growing moral delinquency of the youth after Ethio- Eritrea war locally in Irob district (currently low working cutler of the youth) ○ Relatively back ward traditional practices (like extra expenses for

		<p>access to ART</p> <ul style="list-style-type: none"> ○ Significant number of actors working in the area which is opportunity for networking 	<p>wedding, commemoration, and funerals)</p> <ul style="list-style-type: none"> ○ Dependency syndrome/ much expectancy(many people in one shoulder) ○ High rate of women headed households ○ High tendency of illegal migration of youth to other countries ○ A lot of youth seeking to migrate illegally with limited vocational skills ○ High expectation from people abroad ○ Still high problem of HIV/AIDS problem both in rural and urban areas
2.4	Technological situation		
	<ul style="list-style-type: none"> ○ Communications at work 	<ul style="list-style-type: none"> ○ Ethiopia is underdevelopment of good communication infrastructures which enhance development ○ IDA developed website (WWW.IDA.org) ○ Availability of social internet medias 	<ul style="list-style-type: none"> ○ Low qualified personnel in the area ICT ○ Limited knowledge in utilization of social medias for fund mobilization and smooth communications locally

9. IDA Strategic Issues

9.1 Program level issues

9.1.1 Poverty (Chronic food insecurity)

IDA works in drought prone area which is frequently being affected by drought. As the result of the drought situation and mismanagement of natural resources the area is very much degraded. Soil fertility is poor and production of crops and livestock is very low. Besides, purchasing power of the population is very low and their access to improved technologies is also very low. Therefore, IDA have to play it's role in facilitating to improve the livelihood of the people and build shock absorbing capacity of the community focus should be given to major interventions that could help to improve household food security.

Accordingly, improving natural resource management, improving access to basic social services, improving agricultural production and productivity, introducing new techniques to cop up with environmental challenges in production, improving purchasing power of farmers and agricultural marketing are important areas where focus should be given to improve household food security situation. Similarly, to bring real change in the livelihood of the people addressing real problems and motivating them to actively engage in economic activity is very crucial.

9.1.2 Limited livelihood options and high unemployment rate

The livelihood of the rural population depends predominantly on rain fed subsistence mixed agriculture with limited crop cultivation and mainly livestock husbandry. Even though the economically the district population is based on Agriculture, the most common practice is animal farming which includes small ruminants like goat/sheep, bee keeping, cattle farm and poultry. The other segment is rain fed crop production. The Agricultural system in general is mostly traditional and subsistence type of agriculture.

The main causes for the low agricultural production in the area are severe environmental degradation, terrain nature of the land topography, inadequate and erratic nature of rainfall, land fragmentation and small size of land holding (less than 0.25/household), lack of appropriate technology, improved seeds and inputs, poor livestock extension services, and low per capita oxen ownership and poor socio-economic infrastructure development.

Young people with limited livelihood options and limited vocational skill which are unproductive high Therefore, currently youth with out marketable vocational training are a problem in district because there is high unemployment rate and the economy of the households could not bear the pressure. Hence, one critical issue that needs to be addressed is option for youth job opportunity should be created through marketable vocational trainings could be arranged. In this regard IDA could work with other partners to address the issue.

9.1.3 High problem of HIV/AIDS both in rural and semi urban area

The prevalence of HIV/AIDS is still high both in rural and urban areas in the district and its impact on the livelihood of the communities are very high. The district is drought prone area and there is high mobility of people, it also shares border with Eritrea and war zone where there is high military concentration and the awareness of the people is still low. Therefore, the problem is critical and needs attention. Otherwise, the social and development interventions could not be successful first the labor force is being affected, second increased household expenses and deplete savings and minimizes productive time of the people both those affected and care takers. Hence, IDA should work with partners in dealing with the problem helps to minimize social problems in the area and enhance the development efforts exerted to alleviate food insecurity in the area.

9.1.4 Women Empowerment

Due to cultural and traditional factors economic and social problems are more pronounced in the case of women than other segments of the society and they are the most disadvantaged group. On the other hand, they are responsible for majority of household responsibilities they are over burdened by household and other production activities. In contrary, the access to household resources, control and decision making in household matters is very limited. Therefore, IDA should work strongly in empowering women for development to be successful due consideration should be given to involve women in all the development activities.

9.1.5 Moral delinquency and illegal migration

Currently in the area youth ethics and moral standards are observed to be low. As the result wrong doing, misbehavior, law breaking and criminal behavior of the youth is increasing. Therefore, to effectively achieve the overall mission of IDA, anti illegal migration movements and boosting ethical and moral values of the youth is important. IDA should work strongly in with parents and other partners to curve the prevailing situation.

9.1.6 Lack of comprehensive fund mobilization strategies

During the strategic planning process it was revealed that IDA has limited fund mobilization activities. Currently IDA is facing fund limitation to support and perform activities planed. It is getting fund from limited contributions and the trend is not satisfactory. Therefore, it is time to think and develop a comprehensive

fund mobilization strategy that could help to strengthen the partnership with existing contributors, find new donors and mobilize fund from other sources for instance from the larger community.

9.1.7. Poor performance of education sector

Droning the strategic planning process it is indicated that currently education performance in Irob is not at the desired level in terms of performance when it is compared to earlier days. People who join universities are limited, this because among the factors for poor performance are the youth worth value illegal migration as important for improving life in the future, drop out from grade 8 and grade 10th , limited motivation in lower grades for education, financial constraints to cover school costs(school fee, rent and food). As a result the youth plan to migrate illegally. Therefore, it is time for IDA and other partners to think and develop a comprehensive action plan to carve the situation. IDA has to work in education support strongly to develop educated society in the district.

9.1.8. Limited support in culture language development in the district

In any society culture & langue is important factors to hold the community together and keep the identity. Droning the strategic planning process it is indicated that currently there are very limited support to promote culture and language by non government actors in the district. Therefore, IDA has to work very actively and aggressively in culture and language development and preservation of Irob community. IDA should work in documenting the community culture heritages and supporting publications of books written in the language, creating events for the display in the public to promote the cultures.

9.2 Organization level issues

9.2.1 Limited coordination capacity

Both the internal assessment and the discussion during the strategic planning process revealed that the coordination between and among IDA board members and branches is not satisfactory, even though they share the same vision and mission. There is misunderstanding between the coordinating roles of leaderships which resulted scattered and fragmented efforts to accomplish IDA activities. To improve this situation, in the first year of this strategic plan, IDA will conduct a series of consultations and come-up with a comprehensive coordination and integration modalities that fits IDA.

9.2.2 Lack of transparent and accountable working systems

Transparency and accountability procedures are very important to win the heart and mind of IDA members and mobilize them towards the same vision and goal. The assessment both the stakeholder and internal analysis indicated that currently there is a problem with this regard, Members indicated that they are not clear with the procedures and the way decisions are being taken and the decisions and measures taken are not consistent varies from one to other. Besides, the leadership lacks accountability, is not reporting to the whole members and not explaining or justifying any action taken. The problem could be multi dimensional and one factor could be lack of capacity and another factor could be lack of proper working procedure. Therefore, it is important to introduce working procedures that could hold every one accountable and provide training especially to management bodies on leadership and other relevant aspects.

9.2.3 Limited of effective communication systems

Effective information communication management system facilitates the work of the organization smoothly and builds trust in the stakeholders. However, there are limitations that should be addressed to make the system more efficient. The system is not complete lacks for instance proper sharing system, it is poorly utilized as most members lack proper participation and it lacks regular updating. Therefore, to make the system more workable IDA needs to be regularly updating the information in the website.

9.2.4 Lack of clear, workable and effective working systems,

Guidelines and procedures for finance, procurement, property, human resource administration, planning is important for effective and efficient organizational performance and achieves the overall goals and objectives of any organization working systems and procedures are critically important. As the result, as part of the situation analysis an attempt was made to assess the working systems of IDA. Accordingly, the assessment revealed that despite of all the efforts exerted and improvements shown still there are gaps in all the systems that should be filled. For instance, the procurement system is not working and it is very inefficient in terms of time, quality of materials procured and cost of the materials procured. Similarly, with regard to human resource administration system the system as a system is not fully working. As the result, the process of encouraging, motivation, benefits for the coming IDA employees should be well developed. Concerning property administration manuals should be developed. Similarly, IDA has to develop Planning, Monitoring and Evaluation guideline. There is still a problem in proper documentation and dissemination of

reports, proceedings and best practices IDA. Therefore, the systems currently working at IDA have problem one way or the other and need to be fixed.

10. Strategic Goals and Strategies of IDA

10.1 IDA Program level goals and strategies

10.1.1 Quality Basic Services improved (Education)

Education has been the core competence area of the Irob community and the owners of the first school which is foot print in modern education in Ethiopia. Despite the impressive history owners in modern education current achievement and performance of students is not at desired level. The community perceives as biggest challenge for survival of the future community in the dynamic competitive world. Currently, efforts are being exerted to sustain the past performances by all actors including IDA. Therefore, in the next five years IDA will work with government both in quantity and quality in education support depending on the availability of reliable and long-term funding opportunity. Apart from this, IDA will work in supporting the schools to improve facilities, materials and provision of equipments. To the extent possible, IDA will explore new resources generation mechanisms to enhance its financial liquidity to support education.

IDA will give financial supports and scholarships to students, teachers to motivate students to perform in school well. Currently IDA-ISESP is supporting **15** top university students and **60** top 5-12 grade students yearly and is planning to upgrade it with availability of financial sources. Similarly IDA is working closely with Irob education office to expand kindergarten services to tabia levels and IDA in providing training costs to teachers of KG. This greatly indicates how IDA is committed to work in the core competence area of the community.

10.1.2. Improved support for culture & language development in the district

In this five year strategic plan time IDA have to work strongly to improve support for culture & language development. To promote and preserve culture and language of Irob people, IDA have to work with government and non government actors to mobilize resources to provide awards in publication of books , videos, banners and leaflets. As one of the goals IDA has to work very actively and aggressively in culture and language development and preservation of Irob community. IDA should work in documenting the community culture heritages and supporting publications of books written in the language, creating events for the display in the public to promote the cultures.

10.1.3 Moral and ethical values of the community enhanced and illegal migration reduced

Currently youth ethics and moral standards are observed to be low. As the result wrong doing, misbehavior, law breaking and criminal behavior of the youth is increasing. Some of the consequences of declining morality are social problems such as the spread of HIV/AIDS, violations of human rights within communities and at individual level, banditry and theft, corrupt life style, etc. Moral and ethics education needs due consideration to tackle these problems as well as to build a more harmonious society.

The young are not getting required moral cultivation and the future trend is not attractive. Therefore, promotion of moral and ethical education with renewed tempo will be considered in IDA activities. Similarly IDA, will work anti illegal migration movements and boosting ethical and moral values of the youth is important. IDA should work strongly in with parents and other partners to curve the prevailing situation. To reduce unemployment rate IDA will work closely with district mainly the food security enhancement strategies that support vocational training for landless and unemployed youth, tourism mainly community tourism development, and promoting the distribution of gullies and marginal land and utilization of communal closure areas with certain use right will be implemented as strategies to decrease unemployment rate.

10.1.4 Household food security enhanced

Irob located in drought prone area which is frequently being affected by drought, natural resources degraded, agricultural production and productivity is very low and purchasing power of the population is very low. Therefore, to improve the food security situation of households focus will be given to adopt the

following major strategies. Therefore, IDA as strategy creating network with development actors important and IDA with partners should work in supporting actions of improving water harvesting and utilization practices, so that to relieve agricultural practices from rainfall dependence and increase agricultural production and productivity through irrigation development.

IDA should work also in introducing to the community to adopt drought resistance improved technologies, control of pre and post harvest crop losses, promotion of local innovations and indigenous knowledge (such as traditional irrigation systems, soil and water conservation activities), promotion of market-oriented agricultural produces and agribusiness, diversification of off-farm and non-farm income generating initiatives, promoting cooperatives for collective initiatives, promoting household resource management and saving habits, promotion of health and sanitation, promotion of healthy feeding practice, promotion of access to basic services, improving access roads and increasing collaboration with likeminded organizations working in the same area, academic and research institutions.

10.1.5 Gender equality enhanced

Due to cultural and traditional factors economic and social problems are more pronounced in the case of women than other segments of the society and they are the most disadvantaged group. On the other hand, they are responsible for majority of household responsibilities they are over burdened by household and other production activities. Therefore, IDA to promote gender equality and enhance the participation and economic empowerment women the following strategies followed; promoting gender mainstreaming in all activities of IDA, supporting and promoting gender focused development interventions, implementing gender budgeting, developing gender sensitive organizational systems.

10.1.6 IDA fund mobilization capacity improved

During the strategic planning process it was revealed that IDA has weak fund mobilization systems and Currently IDA is facing fund limitation to run the programs. Therefore, in the coming five years as a strategy IDA will focus on developing a comprehensive fund mobilization strategy that could help to strengthen the partnership with members, find new donors and mobilize fund from other sources for instance from the

community. IDA works closely with different governmental institutions for the same goal and strengthening the partnership with clear roles and responsibilities and working partnership is very important. Thus, as main strategy IDA will follow active and constructive dialogue with partners and engaged in developing proper working modalities to enhance the partnership.

10.2 Organization level goals and strategies

10.2.1 IDA Coordination capacity improved

IDA board and members have learned the need for effective coordination at board and branch levels. Both the internal assessment and the discussion during the strategic planning process revealed that the coordination between IDA branches and among IDA members is not satisfactory, even though they share the same Mission. Therefore, to improve this situation, in the first year of this strategic plan, IDA will conduct a series of consultations and come-up with a comprehensive coordination and integration modalities that fits IDA and its branches.

10.2.2 Transparent, workable and effective working systems introduced

Transparency and accountability procedures are very important to win the heart and mind of IDA members and mobilize them towards the same vision and goal. The assessment both the stakeholder and internal analysis indicated that currently there is a problem with this regard, Members indicated that they are not clear with the procedures and the way decisions are being taken and the decisions and measures taken are not consistent varies from one to other.

Besides, the leadership lacks accountability, is not reporting to the whole members and not explaining or justifying any action taken. The systems are important to have transparent and accountable working procedures. Therefore, IDA developing and implementing proper procurement, property administration, financial, human resource management, and information dissemination system and planning systems will be given focus. Besides all IDA members will have access to see all the movements and implementations in regular bases.

11. IDA Monitoring and evaluation framework

IDA members believe monitoring frame work is important to see the progress of implantation of planed activity Vs the intended objectives in the strategic document which is shared among members. Besides like any other plan documents the implementation of the strategic plan document should be reviewed on regular basis and all necessary amendments should be done on time.

Therefore, IDA strategic plan implementation process will be reviewed every year. Besides, at the mid of the strategic plan period the overall implementation of the strategic plan will be reviewed and necessary adjustments will be made to fully address all the strategic goals and attain balanced implementation of all intended activities to achieve the strategic goals. Then finally at the end of the fifth year final evaluation will be made and the learning will be shared to all members in the website.