



ETHIOPIAID

**STRATEGIC PLAN
2016 – 2020**

*for an Ethiopia free from
poverty, in which every
person has access to quality
education, healthcare and
a life of dignity.*

Image by Joni Kabana

www.ethiopiaid.org.uk

www.ethiopiaid.ie

www.ethiopiaid.org.au

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CONTENTS



EXECUTIVE SUMMARY	1
A MESSAGE FROM OUR FOUNDER	2
ETHIOPIAID IN 2020	2
PRIORITIES BY COUNTRY TEAM	2
VISION, VALUES AND APPROACH	3
CONTEXT ANALYSIS	4
STRATEGIC OBJECTIVES	7
OUR THEORY OF CHANGE	13

EXECUTIVE SUMMARY

Ethiopiaid was founded in 1989 by Sir Alec Reed, with a clear vision to work with local Ethiopian partner organisations to achieve lasting change and improve the lives of some of the poorest and most vulnerable people of Ethiopia. Much has changed in Ethiopia since then. It is now one of the fastest growing (non-oil) economies in Africa and many among the population are able to enjoy improved living standards and opportunities. For many people though the cycle of poverty is still extreme and the poorest and most marginalised have become even more vulnerable.

Our new **Strategic Plan** builds on our impact to date and outlines our collective commitment for 2016 – 2020, furthering change and ensuring no one is left behind.

In particular we will focus our support on a range of projects including maternal health, harmful traditional practices, increasing opportunities for women and girls, education, the disabled and the elderly. We work in partnership with local Ethiopian organisations to alleviate poverty in a realistic and achievable way and so that sustainable change can be driven at grassroots level. We offer funding and support to trusted longterm partners who are specialists in their fields and have strong and dynamic leaders. We support entrepreneurship and leadership. We have no religious or political affiliation and take an impartial approach to supporting all people.

Our vision is an Ethiopia free from poverty, in which every person has access to quality education, healthcare and a life of dignity, and **our mission** is to break the cycle of poverty in Ethiopia by enabling local communities to realise their potential. We want to contribute to Ethiopia achieving its target of becoming a middle-income country, no longer reliant on foreign aid. **Our values** are central to everything we do.

Our strategic approach to fundraising activities allows us to respond to trends and opportunities in the UK, Australia, Canada and Ireland in a way that is market appropriate, follows best practice and recognises the differing charity legislation and professional fundraising codes of each country. Together they enable us to deliver a unified, organisation-wide approach that delivers support where there is need.

A young child in an orange and black striped shirt stands in a rocky, arid landscape. The child is looking towards the camera. The ground is covered in small rocks and sparse, dry vegetation. The background shows a vast, open, and dry environment.

Our goal is to reach the most vulnerable and marginalised



A MESSAGE FROM OUR FOUNDER

I founded Ethiopiaid in 1989 with a clear vision to work with local Ethiopian partner organisations to achieve lasting change and improve the lives of some of the poorest and most vulnerable people of Ethiopia.

We now have small teams fundraising in the United Kingdom, Australia, Canada and Ireland. Twenty six years ago Ethiopia was a very different place and much has changed since then. It is now one of the fastest growing economies in Africa and many among the population are able to enjoy improved living standards and opportunities. But the cycle of poverty is still extreme and the poorest and most marginalised have become even more vulnerable.

Our mission at Ethiopiaid is as important today as ever. I commend to you our 'Strategic Plan 2016 – 2020: for an Ethiopia free from poverty, in which every person has access to quality education, healthcare and a life of dignity'. It is our collective commitment that no one will be left behind.

We will increase our fundraising capacity and partner portfolio by 2020 as we work with our partners to build on our impact to date and tailor our activities. We will expand our reach to more of the poorest and most vulnerable people in Ethiopia, support and invest in people, through education, innovation and enterprise which positively impacts longterm sustainable development, and help individuals and communities to realise their potential and to break the cycle of poverty.

Sir Alec Reed CBE

ETHIOPIAID IN 2020

- Will continue to be an organisation supporting Ethiopian registered partner charities to break the cycle of poverty and enable the poor and marginalised to enjoy access to quality education, healthcare and a life of dignity
- Will reach people in communities in the greater Addis Ababa area, Afar, Gondar, Dire Dawa and further afield as identified by project need and partner access and expertise
- Will continue to be an organisation with a diverse and stable funding base
- Will have robust governance, monitoring and evaluation systems

PRIORITIES BY COUNTRY TEAM

Ethiopiaid UK

www.ethiopiaid.org.uk

Investing in opportunities for vulnerable women and girls, improving maternal health, changing attitudes to harmful practices, services for the disabled and the elderly, treatment for the survivors of Noma, providing education and training for the most marginalised.

Ethiopiaid Ireland

www.ethiopiaid.ie

Increasing access to maternal health, support for vulnerable women and girls, services for the disabled, treatment for the survivors of Noma, providing education and training for the most marginalised.

Ethiopiaid Australia

www.ethiopiaid.org.au

Access to quality healthcare and education for all, with a particular focus on women and children.

Ethiopiaid Canada

www.ethiopiaid.ca

Improving opportunities for women and youth, particularly adolescent girls, promoting access to health, reducing barriers to education and expanding women's economic opportunities and assets.

VISION, VALUES & APPROACH

Ethiopiaid's founding principle is that Ethiopians are the experts and have the answers to the challenges they face. We offer funding and support to trusted longterm Ethiopian partners who are specialists in their fields and have strong and dynamic leaders. We aim to minimise bureaucracy in order to enable our partners to focus on their vital work and where possible we provide core funding to help them plan ahead. We have no affiliation to any religious or political party, allowing us to have an impartial approach to support all people.

Our vision is an Ethiopia free from poverty, in which every person has access to quality education, healthcare and a life of dignity.

Our mission is to break the cycle of poverty in Ethiopia by enabling local communities to realise their potential. We want to contribute to Ethiopia achieving its target of becoming a middle-income country no longer reliant on foreign aid.

Our values are central to everything we do

- **Partnerships:** we seek partnerships and collaboration both in our work with Ethiopian registered partners and as a global team
- **Respect:** we listen and respond to our Ethiopian partners and the people who participate in our projects
- **Accountability:** we measure our success by the improvement in the lives of the people who participate in our projects. In this way we ensure our donors' and supporters' funds are used effectively and responsibly
- **Inclusion:** we work with some of the most vulnerable and marginalised members of society in Ethiopia
- **Opportunity:** we help people to build the knowledge and assets needed for self-sufficiency

Ethiopia is a vibrant country full of great potential, a far cry from the images of the 1980s. Yet despite the progress made there still remain areas of extreme hardship with those most in need marginalised.

Alexandra Chapman, Chair, Ethiopiaid United Kingdom



Image by Joni Kabana

Our goal and approach

Our goal is to improve the lives of some of the poorest and most vulnerable people in Ethiopia. We work in partnership with local Ethiopian organisations so that sustainable change is driven at grassroots level. In particular we focus our support on a range of projects across maternal health, harmful traditional practices, education, increasing opportunities for women and girls, the disabled and the elderly.

Community partners, local expertise: we recognise the ambition, dedication and exceptional entrepreneurial spirit of Ethiopians. We want to tap into this and support people – individuals and dynamic, visionary local organisations – in Ethiopia by working to alleviate poverty in a realistic and achievable way. We support trusted community partners, local people valued for their expertise, to deliver and influence programmes which make a real difference in their communities and to those people most vulnerable and marginalised. We will continue to drive progress and development by supporting and fundraising for our partner organisations who do not have the capacity to raise funds outside Ethiopia. We undertake robust monitoring of all our partnerships on a yearly basis and additionally as appropriate.

Ethiopiaid's unreserved assistance and support has played a significant role in helping Cheshire Services Ethiopia to enhance mobility, social and economic functioning of children with disabilities including the less fortunate and often impoverished. Ethiopiaid has become a glimmer of hope for many destitute people in Ethiopia.
Gebremedhin Bekele, Executive Director, Cheshire Services Ethiopia

More money direct to projects: we know every donation counts. We understand the importance of organisational efficiency and ensure that our core administration costs are kept low so that more money goes directly to our projects in Ethiopia. We employ a small and focused team of expert professional staff to run our charity and raise funds efficiently, which we keep under regular review. We do not have an office or staff based in Ethiopia, and monitor and evaluate impact through regular visits.

Ethiopia Today

Ethiopia is one of the fastest growing non-oil economies in Africa. It is highly dependent on agriculture and also very susceptible to drought and climate impact. A reduction in poverty, from 44 % in 2000 to 30% in 2011¹ (in a population of 98.9 million²) has largely been driven by growth in the agriculture sector and underpinned by high and consistent economic growth. Average household health, education and living standards have improved. But Ethiopia is also one of the world's poorest countries, ranked 173 (of 187)³, remaining static from the previous year. As the economy grows, the poorest and most marginalised amongst the population have become poorer and more vulnerable with restricted or no access to basic services, free healthcare, education or employment opportunities. There are often barriers for women in particular to attain their full economic and earning potential. 18.2 % of males and 7.8% of females have some secondary education⁴. The adult literacy rate of 39%⁵ rises in the 15-24 age group to 63% male and 47% female. Current attendance rates both for primary and secondary school are reported as equal though drop considerably at secondary level (primary 64% male and 65% female, secondary 16% male and female)⁶. Many women continue to face harmful traditional practices such as female genital mutilation (FGM), which is illegal in Ethiopia but still widely practised, and early marriage (41%)⁷ impacting both on their health and wellbeing and on that of their children. Maternal mortality is high in Ethiopia at 420 deaths per 100,000 live births⁸ and only one in 10 mothers are attended by professional midwifery or obstetric care, largely in urban areas. 5% of Ethiopia's population is over the age of 60⁹. Data on disability is more sketchy, the estimated prevalence is 17.6%¹⁰.

Local governance and oversight, global commitment: our boards of trustees are a vital part of our organisation and bring a wide range of specialised expertise to the organisation. Independent boards in the UK, Australia, Canada and Ireland ensure regulatory compliance and oversight, strategic direction and commitment to delivering our values, goals and approach across Ethiopiaaid. The UK Chair, sits on all boards to help facilitate corporate collaboration and continuity across the global organisation.

Ethiopiaid is working toward achieving sustainable development in Ethiopia and one way to accelerate that process is by unlocking the potential of women and girls. Ethiopiaaid Canada's approach focuses on building the assets that women and girls need to thrive.

Betty Gittens, Chair Ethiopiaaid Canada

Ethiopiaid has given us the chance to support abused women and girls, allowing them to pursue their dreams of becoming educated and have hope for a better tomorrow.

Maria Munir, Association for Women's Sanctuary and Development

¹ World Bank Poverty Report, January 2015

² World Population Review, last UN estimate as at 1 July 2015

³ United Nations Human Development Index, 2014

⁴ UNDP Human Development Report 2014, Ethiopia

⁵ The state of the world's children 2015 country statistical tables, UNICEF

⁶ The state of the world's children 2015 country statistical tables, UNICEF

⁷ The state of the world's children 2015 country statistical tables, UNICEF

⁸ World Bank statistics 2010 -2014, a change from 500 in 2005 - 2009

⁹ UN World Population Ageing Report 2013

¹⁰ World Health Organization World Report on Disability, 2011

International development landscape

On 25 September 2015 at the Sustainable Development Summit in New York, and after more than two years of discussion and widespread participation by civil society, world leaders from the 193 Member States of the United Nations adopted an ambitious new agenda to end poverty by 2030 and universally promote shared economic prosperity, social development and environmental protection. 'Transforming Our World: The 2030 Agenda for Sustainable Development' features 17 new sustainable development goals and 169 targets for 2030. It builds on the eight Millennium Development Goals (MDGs) adopted in 2000 and acknowledges the urgent and universal need to do more to address the root causes of poverty and for development that works for all people. It calls for action by all countries – poor, middle and high-income – and pledges that no one will be left behind. Of particular interest for our work at Ethiopiaaid are:

- Goal 1** End poverty in all its forms everywhere
- Goal 3** Ensure healthy lives and promote well being for all at all ages
- Goal 4** Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all
- Goal 5** Achieve gender equality and empower all women and girls
- Goal 8** Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all

Ethiopiaaid was founded on the belief that the solutions to Ethiopian problems lie in the hands of Ethiopians. Ethiopiaaid Ireland aims to alleviate human suffering caused by poverty in Ethiopia by fundraising from responsive Irish donors to address targeted, on-the-ground initiatives. The provision of core funding allows our partners to have the biggest impact in their communities, where it is needed most.

Michael Keegan, Chair, Ethiopiaaid Ireland



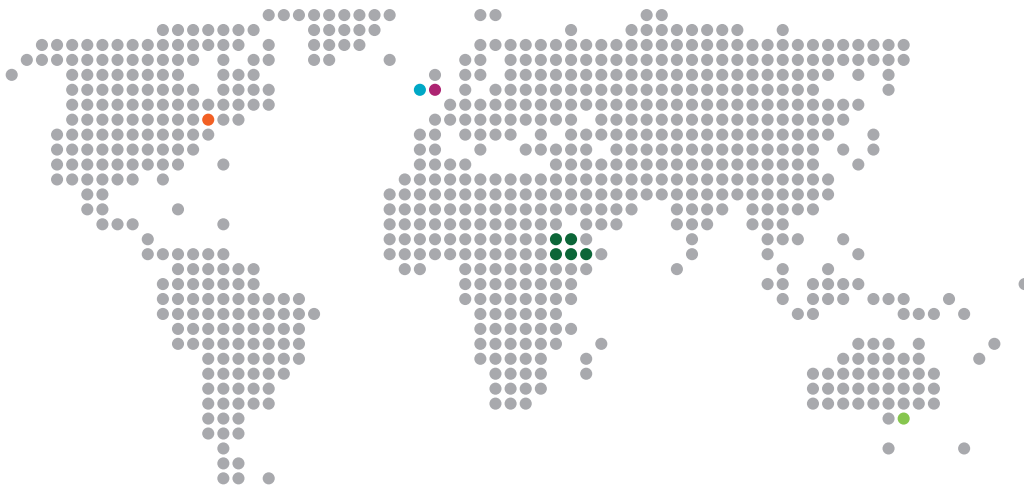


Fundraising landscape

Ethiopiaid faces the challenging task of fundraising in an ever changing and diverse fundraising environment.

We take a strategic approach to our fundraising activities globally to allow us to respond to trends and opportunities which will work most effectively with our business and partnership approach. This approach allows us to expand our partner and programme portfolio and the geographic reach of our projects in a sustained, predictable and lasting way.

Our offices in the UK, Australia, Canada and Ireland will respond to the dynamic landscape in each country in a way that is market appropriate, follows best practice and recognises differing charity legislation and professional fundraising codes. Our teams' in-country fundraising strategies combine to deliver our overarching global strategy and achieve a unified organisation-wide approach which delivers support where there is need.



My involvement with Ethiopiaid started over 15 years ago and their focus on education has always been of particular interest. Having been a teacher myself I know how it can transform lives.

I have made two large gifts, choosing to do so during my lifetime means I am seeing how my donations are having an impact. Ethiopiaid listen to my requests and I feel connected to the partners they support. I have full confidence in their unique approach and plan to include them in my will.

Jean Long, donor

STRATEGIC OBJECTIVES

At Ethiopiaid we all commit to our three global strategic objectives to 2020. The particular focus and practical application for our teams, directors and individual staff in the UK, Australia, Canada and Ireland cascades directly from these joint commitments. We will report annually on our impact and progress.

- 1 To reach and impact positively on the lives of the most poor and marginalised people in greater Addis Ababa, Afar, Gondar, Dire Dawa and further afield as identified by project need and partner access and expertise by 2020.** This objective focuses on our programme priorities and builds on our experience working with Ethiopian community partners and local expertise to improve the lives of some of the poorest and most vulnerable people in Ethiopia
- 2 To be the charity of choice for those with an interest in Ethiopia and the causes we support.** This objective relates to our fundraising and communications priorities and to increasing recognition of Ethiopiaid's expertise, approach and impact
- 3 To ensure robust systems and processes to safeguard the charity's future operations in an evolving development landscape.** This objective ensures we stay relevant, strong and effective as an organisation

"In the eight years since Ethiopiaid Australia was established, the Australian public has demonstrated generosity and a real interest in Ethiopia. We can all be proud that the assistance we are able to give makes an enormous difference to the people of Ethiopia."

Daniel McKinnon, Chair, Ethiopiaid Australia Foundation

STRATEGIC OBJECTIVE 1: To reach and impact positively on the lives of the most poor and marginalised people in greater Addis Ababa, Afar, Gondar , Dire Dawa and further afield as identified by project need and partner access and expertise by 2020

Priority	Commitment and aim	Focus	Working with partners, impact and results by 2020
Women and girls	Increase access to quality maternal health and safe childbirth	Ethiopia has one of the highest rates of maternal mortality in the world. Every year there are also 10,000 reported new cases of obstetric fistula, holes that form in a women's bladder or rectum caused by obstructed labour during childbirth. The Ethiopian government is working to eradicate it by 2020. The incidence of obstetric fistula could be reduced considerably by mothers having access to specialist midwifery and obstetric care, yet only one in 10 mothers will have their birth attended by a skilled practitioner. Obstetric fistula leads to incontinence and infections and sometimes infertility and paralysis. There is significant and negative social stigma for those affected who are often considered 'dirty'.	To improve maternal healthcare and safe childbirth we will fund and support: <ul style="list-style-type: none"> • Fistula prevention, rehabilitation and eradication • Training for rural midwives
	Reduce the practice of harmful traditions and promote equality and opportunity	Adolescent girls often face harmful traditional practices such as female genital mutilation (FGM) – which is illegal in Ethiopia and child marriage. At the first Girl Summit, hosted by the UK government and UNICEF in London on July 22nd 2014, which demanded an end to FGM and child, early and forced marriage within a generation, the government of Ethiopia made a commitment to eradicate child marriage and FGM by 2025. In June 2015 it organized a national Girl Summit in Addis Ababa. But there is a lot to do. It is calculated that 23.8 million girls and women in Ethiopia have undergone FGM, 74% of girls and women aged 15-49. The age of the girls when they are cut varies by ethnic group and region, 85% are under the age of 9 and 65% under the age of 4 (as reported by their mothers). 41% of girls are married as children, and the adolescent birth rate is high at 78.4% . These harmful traditional practices threaten the health, education and livelihood opportunities of girls and women and compromise wellbeing and opportunities for the next generation. Girls often miss school during menstruation with many not returning to complete their education. Adolescent girls are vulnerable to many forms of gender based violence and are often unable to access protection, support and rehabilitation services.	We will fund and support work to: <ul style="list-style-type: none"> • Educate communities about the dangers associated with harmful traditional practices and work to reduce such practices • Teach women and girls about protecting their own and their daughters' health and wellbeing and increasing their opportunities • Provide sanitary wear and toilet facilities for adolescent girls to protect their dignity and enable them to continue their education uninterrupted • Protect, support and rehabilitate survivors of gender-based violence
	Improve economic opportunity for women	Many women in Ethiopia face barriers to attaining their full economic and earning potential.	We will fund and support work to: <ul style="list-style-type: none"> • Provide opportunities for marginalised women to participate in skills training and share their experiences and knowledge to improve their livelihoods • Provide women with start-up capital, tools and materials or loans for income-generating activities

STRATEGIC OBJECTIVE 1: continued

Priority	Commitment and aim	Focus	Working with partners, impact and results by 2020
Education	Promote quality education for all	There are approximately 150,000 children living on the streets of Ethiopia, 60,000 are in Addis Ababa. More than half of these children do not have access to shelter, adequate food or an education. Vulnerability is increased for those who are living with increased prohibitive factors such as disability, the death of parents and loved ones and living in child headed households. Many adults also have interrupted or incomplete basic education. Accessing vocational opportunities, further education and university is very difficult for impoverished students who are unable to meet the cost of required resources or manage the financial burden of not working. We have piloted programmes through seed funding to improve business education in Ethiopia and sponsorship for business and technology students, and will identify partners and initiatives to champion social enterprise, business development and entrepreneurship.	<p>We will fund and support work to:</p> <ul style="list-style-type: none"> • Improve access to and the quality of education • Provide a nutritious breakfast to children who would otherwise have no chance to eat and study • Provide vocational training and evening literacy classes for working parents with the opportunity to learn • Promote information on hygiene and sanitation, family planning and HIV/AIDS awareness • Support public benefit institutions for higher learning, opening access to higher education for students who would otherwise be denied the opportunity • Champion social enterprise, business development and entrepreneurship
The marginalised and most vulnerable	Help the impoverished elderly to lead dignified, secure and healthy lives	Ethiopia has over four million people over the age of 60. Many pension age Ethiopians have no access to a state pension and are unable to save for their old age. If they have no family to support them their only other option is to live and beg on the streets.	<p>We will fund and support work to:</p> <ul style="list-style-type: none"> • Supply a small pension to help cover the cost of basic requirements such as food, clothes and medical bills • Cover the cost of housing maintenance for those with no shelter
	Assist adults and children living with disabilities to enable them to be active members of their communities	People living with disabilities in Ethiopia are often cut off from education, employment and healthcare. Many live in extreme poverty, unable to access appropriate services, education or employment opportunities.	<p>We will fund and support work to:</p> <ul style="list-style-type: none"> • Enhance the social functioning and inclusion of people living with physical disabilities • Support rehabilitation for those with no or restricted mobility • Provide mobile outreach service to people living with disability in rural and isolated areas where they would otherwise have no access • Support and strengthen mobility aid and wheelchair production and provision, and income-generating activities for wheelchair users • Provide community based training and advice for care givers and income generating activities within the community for people living with disabilities
	Treat the preventable yet destructive disease of Noma	We support projects that prevent and treat people with Noma, an acute and ravaging gangrenous infection affecting the face. Predominantly it attacks children whose immune systems have been weakened by disease and malnutrition. The infection starts in the mouth and spreads rapidly, leaving ghastly, painful wounds on the victims' faces. Only 10% of victims survive this ravaging disease.	<p>We will fund and support work to:</p> <ul style="list-style-type: none"> • Improve access to diagnosis, treatment, reconstructive surgery and post operative care by teams of visiting medical volunteers • Consider special funding for surgical repair of other facial deformity
	Protect orphaned and vulnerable children	Tragically, one in eight Ethiopian children have lost one or both of their parents. Hunger and disease are realities for many children living on the street, they are also highly vulnerable to sexual exploitation and abuse. We focus on protection activities for vulnerable children.	<p>We will fund and support work to:</p> <ul style="list-style-type: none"> • Facilitate education, skills and vocational training programs and provide financial assistance for children to build their own income-generating activities and employment opportunities • Assist with public education programs focused on the protection of children • Provide counselling, rehabilitation and life-skills training for vulnerable youth • Provide services and safe accommodation for street children in the immediate and longer-term



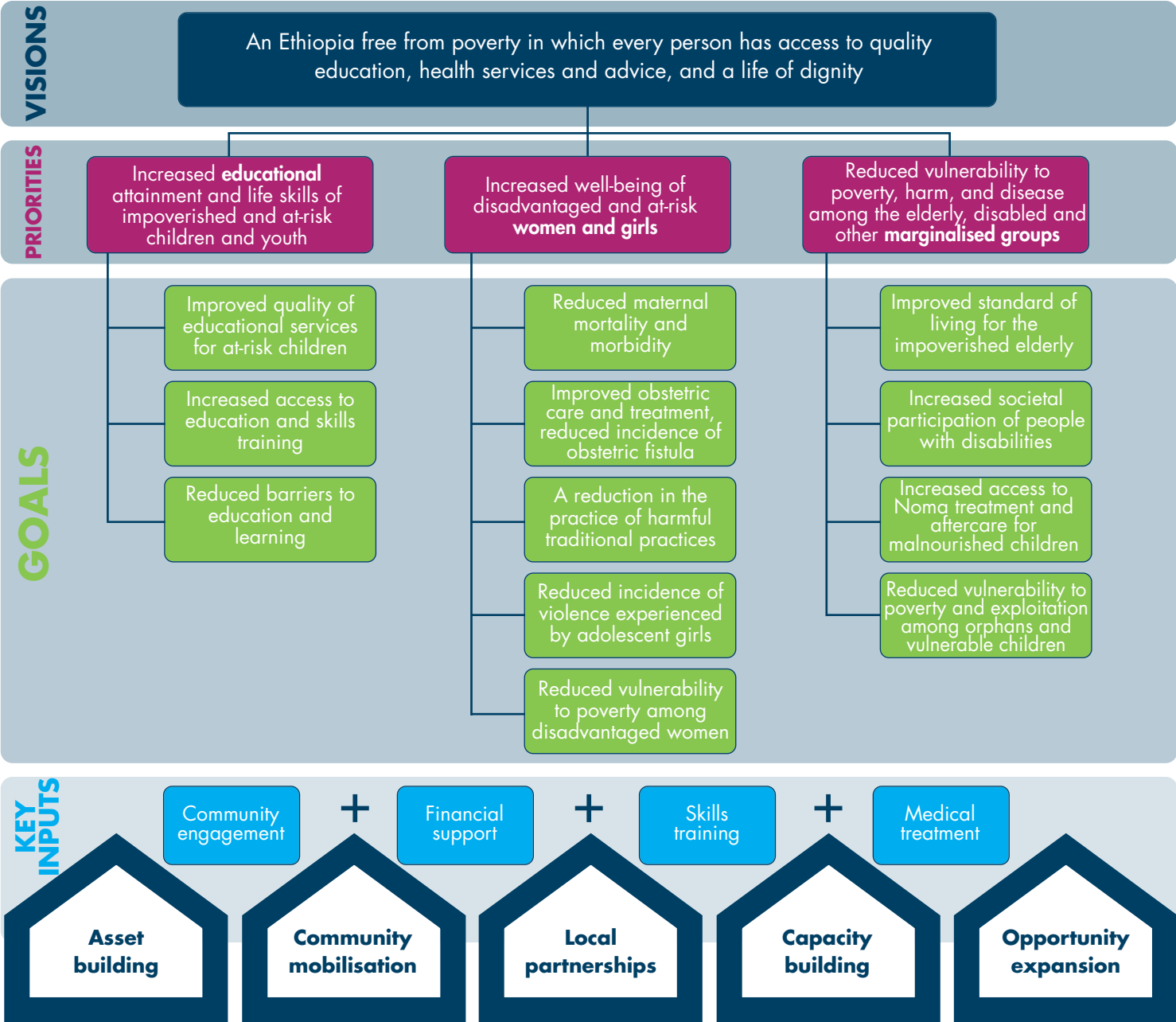
STRATEGIC OBJECTIVE 2: To be the charity of choice for those with an interest in Ethiopia and the causes we support

Priority	Commitment and aim	Focus	Working with partners, impact and results by 2020
Trusted and recognised specialist development charity	To be recognised in the development sector for our expertise in Ethiopia	We focus our work in areas where we and our partners have significant expertise and where we can achieve lasting and significant change. We have longterm and highly committed donors and supporters who know us well and recognise this expertise in the international development sector. It is our priority to expand our profile and networks to enable us to achieve even more.	<p>We will:</p> <ul style="list-style-type: none"> Engage actively with the international development sector on issues focused on Ethiopia and increase our profile in the sector Work solely with local Ethiopian organisations and keep our focus on our particular areas of expertise Ensure all offices commit to codes of conduct and sector best practice and have membership of appropriate INGO and third sector organisations
Responsible and positive donor stewardship	Be recognised in the development sector for our expertise in Ethiopia	Our donors and supporters are central to everything we do. It is important they trust us to spend their money wisely to maximise the impact of their donations where the need is greatest. We recognise the need for a skilled and professional staff, balanced with streamlined operations to ensure the organisation is run in the most efficient and cost effective way, enabling us to concentrate our spending on programmes in Ethiopia.	<p>We will:</p> <ul style="list-style-type: none"> Be recognised as a charity of preference for those wanting to support projects in Ethiopia and ensure donors and supporters are aware of all opportunities to make a positive impact with their donations Deliver a supporter experience which ensures donor needs and preferences are met In addition to full compliance with data protection laws and fundraising guidelines, make sure we work ethically and responsibly and contribute to dialogue on industry best practice Offer a timely and appropriate response to donor queries and complaints
Diverse and sustainable income	Increase and diversify income to support further expansion and development of our programme portfolio	To enable us to expand our partner and programme portfolio and the geographic reach of our projects in a sustained and lasting way we must maximise opportunities to diversify our income and to secure stable and predictable longterm growth.	<p>We will:</p> <ul style="list-style-type: none"> Develop and implement a five-year fundraising strategy to achieve stable and predictable income growth and to maximise income opportunities

STRATEGIC OBJECTIVE 3: To ensure robust systems and processes to safeguard the charity's future operations in an evolving development landscape

Priority	Commitment and aim	Focus	Working with partners, impact and results by 2020
Systems and processes	Robust and up to date systems and processes to support efficient, cost effective operations	Good systems and processes are essential to keep our operations efficient and cost effective. As the development landscape and trends evolve we must ensure we align with and contribute to discussion on best practice, and regularly review the efficacy of our systems.	<p>We will:</p> <ul style="list-style-type: none"> Review regularly our systems and processes to ensure we remain current, appropriate and aligned with industry best practice Maintain and regularly review a risk register Enhance systems for secure transfers to partners, ensuring we benefit from the most favourable exchange and bank transfer rates
Monitoring, evaluation and learning	Joint monitoring and evaluation visits to Ethiopia	We must ensure we monitor and evaluate our activities and collect data to demonstrate accurately our impact. This data will be used in multiple ways to inform our future strategic plans and programme and partner portfolio, fundraising activity, and value for money, whilst keeping processes tight.	<p>We will:</p> <ul style="list-style-type: none"> Review how we collect data, monitor and evaluate our programmes and partners, and integrate recommendations and learning into our future funding of programmes Continually monitor and review our work, including through an annual field visit by representatives from the UK, Australia, Canada and Ireland teams for comprehensive monitoring and evaluation with all our partners Document Ethiopiaid's impact accurately and use it to inform our strategic planning, reporting, fundraising and support
Organisational development and skill sharing	Unified knowledge and skills base	Our global strategy enables Directors in the UK, Australia, Canada and Ireland to respond to the dynamic landscape in each country in a way that is market appropriate, follows best practice and recognises differing charity legislation and professional fundraising codes. We also commit to sharing our resources and skills globally to maximise our collective expertise, and to minimise costs and achieve best value for money. Our offices and trustee boards are brought together in a motivated global organisation with clear and focused goals.	<p>We will:</p> <ul style="list-style-type: none"> Ensure our offices have access to shared communications guidelines and material, a corporate directory and a global skills register of all Ethiopiaid staff and trustees Arrange a full day team development and strategy review workshop during monitoring and evaluation visits and integrate learning into future plans and activities Hold quarterly conference calls to discuss issues, maintain a cohesive approach and make the best use of our collective skills Ensure low operational costs and demonstrate value for money
Staff personal development	Corporate staff process across all Ethiopiaid offices	We have robust recruitment processes and employment policies and invest in our staff to ensure we attract and retain the best people, offer a desirable workplace and have a collective commitment to our work. As a small organisation we encourage staff in their professional development and to find good opportunities for external networking and engagement.	<p>We will:</p> <ul style="list-style-type: none"> Ensure clear and accurate role descriptions, agreed key performance indicators and objectives aligned to this strategy for all roles and follow a yearly appraisal and review cycle Provide cost-effective opportunities for professional training that is mutually beneficial to Ethiopiaid and the post holder Enjoy stable, motivated and professional staff teams

THE THEORY OF CHANGE



Ethiopiaid UK

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